

# Sales Management

APRIL 1924

*For the President*

What is a Fair Average Salary for an Advertising Manager?

Page 781



*For the General Manager*

One of a New Series on Customer Relations by Charles R. Wiers

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*For the Sales Manager*

Using the Strong Salesmen to Help the Tail Enders Up the Ladder

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*For the Advertising Manager*

Cheltenham Bold on the Ticklish Subject of "Thin" Circulation

Page 787



*For the Export Manager*

How Eversharp Pencils Won Distribution in England

British Market Section

IN TWO PARTS — PART ONE



CINCINNATI  
THE GRUEN WATCH WORKS

TWENTY-FIVE CENTS THE COPY



## Are your dealers yours?

**T**HE dealers on your list aren't all yours. Approximately 75% send in orders irregularly. They are your dealers and someone else's. Everybody's dealers.

But the other 25% are the steady producers. They do three-fourths of your business. They're yours. Dealers may come and dealers may go—but keep them. It's best to put them in the position to make more sales and bigger profits. Equip them with Heinn Catalog Binders. Render this day-by-day selling service that lasts year-after-year. Then your dealers know, are sold on and sell your line in its entirety. New items, price revisions, discounts and other vital information is at their finger-tips. All the units in your line,

including even the slower sellers, increase in sales volume. And above all, Heinn Loose-Leaf Catalog Binders help in a big way to make your dealers yours. The ultimate cost of your catalog is no more—yet you make many extra “dealer dollars”—and save many “catalog dollars” in the long run.

This has been the experience of thousands of manufacturers and jobbers everywhere, making and selling all kinds of products. Millions of Heinn Catalog Binders are being successfully used in every business field for both salesmen and general trade needs.

Buy Heinn Catalog Binders now—it's like taking out dealer insurance. Send us your catalog's specifications. Prices and complete information on Heinn Binders is yours for the asking.

*Check over your dealers' sales today — see where your biggest business comes from*

### THE HEINN COMPANY

*Originators of the Loose-Leaf System of Cataloging*

349 Florida Street Milwaukee, Wis.

# HEINN BINDERS

*~ day ~ by ~ day catalogs  
that last year ~ after ~ year*



# “Over a Million” —Preferred

WHEN over a million people pay more for the SUNDAY HERALD & EXAMINER than they would have to pay for another Sunday newspaper, no one can doubt the sincerity of their attachment.

The million and more people who buy it pay over \$5,000,000 every year for the HERALD & EXAMINER because they like it as a newspaper.

They like it for Brisbane, Hinman, Forbes and other brilliant writers. They like it for its educational and entertaining features. They like it for its clean and wholesome news columns . . . .  
*And they like it for its abundance of store and shop news.*

THAT kind of a newspaper sells merchandise.



## CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.



## Flexlume Signs Bring Business

Flexlume Electric Signs will "tie" your national advertising to the dealer's storefront, show people where the product they have read about can be bought.

Scores of large advertisers are using them in this way. The results they get are shown by the fact that trial orders are always increased.

Let us send you a sketch showing your trademark in the form of a Flexlume Electric Sign and give you an estimate of cost in whatever quantity you could use.

**Flexlume Corporation**  
1160 Military Rd. Buffalo, N. Y.

FLEXLUME CORPORATION  
1160 Military Road  
Buffalo, N. Y.

Without obligation on my part please send me full information in regard to Flexlume Electric Signs.

Name.....  
Company.....  
Street.....  
City.....State.....

## This Issue at a Glance

*For the convenience of subscribers whose time is limited, we will print here each month a short digest of the principal articles in each issue, so that you may determine those articles which are of sufficient interest to warrant careful reading.*

### ADVERTISING

William R. Compton Company, St. Louis bond house, states that if they were to stop advertising their business would drop off fifty per cent in a year's time. Page 865.

P. L. Thomson, president of the Association of National Advertisers, takes exception to an editorial in the February issue of SALES MANAGEMENT which mentions an average salary paid to fifty advertising managers. In a reply to Mr. Thomson's letter, the editor of SALES MANAGEMENT reveals the figures upon which this editorial was based, giving both the salaries paid to the advertising and sales managers in the same concerns. Page 781.

"Cheltenham Bold" shows the fallacy of counting as waste, advertising which cannot be traced directly to prospective purchasers. Page 787.

Unique double fold letterhead, the upper half of which is used for the letter and the lower half carrying a reproduction of current advertising. Page 815.

A bored reader takes a few pot shots at the overjoyed men and women in advertisements. Page 817.

### BUSINESS OUTLOOK

Survey of building situation made by Chambers of Commerce in 441 cities and towns shows building required in cities under 25,000, \$4,869,700,000, and in cities over 25,000, \$2,977,605,000. Page 795.

### CATALOGS AND PRINTED MATTER

In the fourth of a series of articles on printed salesmanship, D. H. Colcord brings out some of the profitable uses for a house organ. Page 841.

### CLUB ACTIVITIES

The Sales Executive Division of the American Management Association will hold a two-day conference in Chicago at the Hotel La Salle, April 10th and 11th. Page 860.

There will be a joint meeting of the Association of National Advertising Executives and the Association of Newspaper Classified Advertising Managers in Columbus, Ohio, June 9, 10 and 11. Page 863.

### COMPENSATION

In the absence of a definite arrangement to the contrary, commission salesmen are entitled to commission on a sale made by the house in the event that the account was previously handled by the salesman, even though it has been inactive. Page 857.

The increasing turnover among salesmen held often due to compensation policy which gives the branch manager a commission on business when a salesman quits. Page 871.

### CONVENTIONS AND CONFERENCES

San Antonio Drug Company works out a series of charts for its convention of salesmen, which prove very effective. Page 779.

### DEALER STIMULATION

J. B. Wright, director of sales for Earl & Wilson, reports excellent results in stimulating sales for soft collars by putting them in packages of three for \$1.00, rather than selling them for thirty-five cents each. Page 791.

A check-up of 6,763 questionnaires received by the Wahl Company from as many dealers shows that seventy-six per cent of dealers' windows are more than five feet or less than eleven feet broad. Page 838.

### DEVELOPING SALESMEN

A sales manager relates his experiences in getting salesmen to overcome habits which detract from their effectiveness. Page 773.

Carl E. Sommer, vice-president, Majestic Manufacturing Company, St. Louis, used a questionnaire to his salesmen to find out how they overcame such problems as "Handling the Buyer Who Tries to Crawl-fish," "Turning a Turndown Into An Order," "Getting Past the Price Barrier," etc. Resulting answers used to develop the weaker members of his sales organization. Page 776.

### EXPORT SELLING

Reorganized Bureau of Foreign and Domestic Commerce has been able to attract to it many men of practical experience in the export field. Who some of these men are and what their experience has been. Page 803.

### JOBBER RELATIONS

Joseph A. Richards, of the advertising agency bearing his name, likens selling to a game of golf, and tells how to keep out of the rough of jobber indifference. Page 799.

### MERCHANDISING

Grennan Cake Corporation used popular song to advertise their cake in connection with local displays. Page 796.

### OPERATING SALESMEN

More sales managers give their experience in using sales letters and literature in advance of a salesman's call. Opinions differ as to whether this is good or bad practice. Page 822.

### PERSONNEL RELATIONS

Three more sales managers express themselves as to whether it is best for a sales executive, going into a new job, to use mailed fist or the velvet glove in dealing with subordinates. Page 807.

### PRICES

Mrs. Paul F. Donnelly tells how she built up a million dollar business in a few years in a competitive price field, by using quality arguments and tactics.

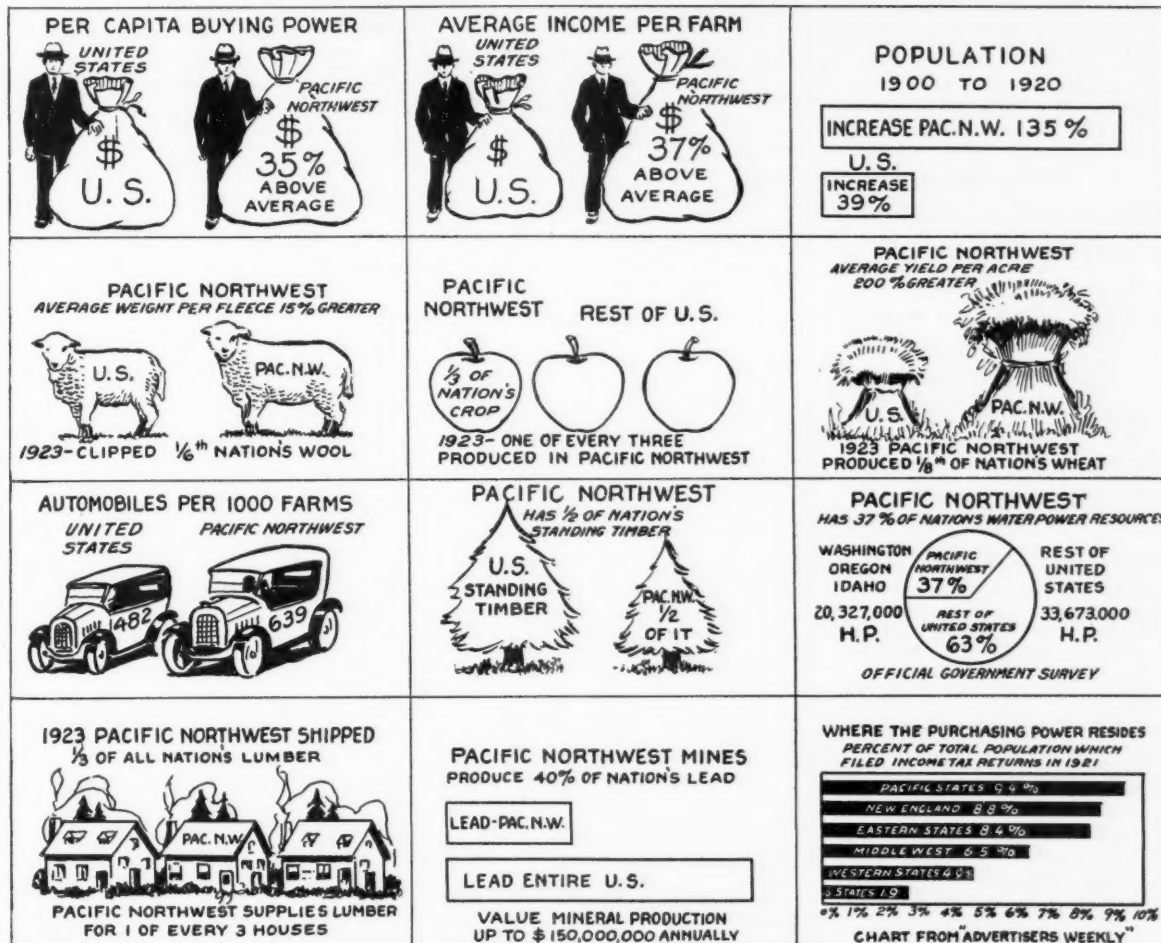
# Big Business Here Now for Go-Getters!

The Pacific Northwest



Has the Money!

**1923** new wealth production of the Pacific Northwest beat 1922 by over a hundred million dollars—or \$200 extra spending money for every family. Below are some interesting charts showing new wealth production and natural resources of Washington, Oregon and Idaho, compared with the United States.



## The Spokane Country---Heart of Pacific Northwest

### ---A Market Worth Winning Completely!

The Spokane Country, alone, "Heart of the Pacific Northwest," produced in 1923 over \$400,000,000 in new wealth, including 1/5th of the Nation's apples; 1/9th of its wheat \$50,000,000 worth of lumber and \$55,000,000 worth of minerals, including 40% of the Nation's lead.

Spokane and its rich surrounding territory (with 10,000 miles of good motor roads, 85,000 automobiles, 196 passenger trains and motor busses daily) make up one cohesive market of 564,000 consumers. 387,000 of these people live in Spokane and 522 towns and villages of the field. Most of the 89,000 circulation of THE SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE is confined to the 97,000 homes of these cities and towns, therefore you will readily appreciate how **completely** the urban field may be covered thru this combination.

**Write or wire** this Bureau, or see our representatives for special information and merchandise surveys. Arrange now to cover this market **completely** in your 1924 sales plans.

#### REVIEW-CHRONICLE NATIONAL ADVERTISING BUREAU

REPRESENTATIVES  
WM. J. MORTON CO.  
NEW YORK CHICAGO  
M. G. MOGENSEN & CO. INC.  
SAN FRANCISCO-LOS ANGELES  
SEATTLE

**THE SPOKESMAN-REVIEW**  
MORNING - SUNDAY - TWICE-A-WEEK  
**Spokane Daily Chronicle**  
EVENING - WEEKLY

**DOMINANT FARM MAGAZINES**  
THE WASHINGTON FARMER  
THE IDAHO FARMER  
THE OREGON FARMER

**COVER, SPOKANE AND SPOKANE COUNTRY LIKE THE SUNSHINE**





## Here's a Market Worth Winning!

It's New England—a right snug little market. Seven million people who use the things you make and have the money to buy them, make up this market.

Tap them on the shoulder, friendly-like, with some good advertising and see how quickly they'll respond.

Get this: New England isn't six States; it's ONE State. In wealth, manufactures, agriculture, transportation and distribution of population this State of New England is a typical cross-section of the United States. That's why it is such a splendid testing ground for marketing campaigns.

And the beauty of it is you don't have to burn up money by the bale to establish your product here. The principal New England newspapers and the wholesale distributors work hand-in-hand to gain the utmost effectiveness from the dollars spent for advertising.

We are qualified by experience to give you the assistance needed in planning and producing a tryout campaign. We know New England thoroughly and well. Our president, John J. Morgan, was advertising agent of the New York, New Haven & Hartford Railroad for many years. It was his job to sell New England's advantages to the rest of the country—and he had to know New England to do that.

Why not ask us to tell you what we could do for you?

## MORGAN ADVERTISING AGENCY

PARK SQUARE BUILDING  
BOSTON MASS.

Member American Association of Advertising Agencies  
Member National Outdoor Advertising Bureau

## This Issue at a Glance—Continued

### SALES CORRESPONDENCE

The first of a series of articles by Charles R. Wiers, vice-president, De Long Hook & Eye Company, to appear in SALES MANAGEMENT on the subject of Customer Relations. This article gives suggestions for turning kicks and complaints from disgruntled customers into sales. Page 771.

### SALES EXPENSE CONTROL

Drawing accounts or advances against anticipated commission earnings cannot be collected from salesmen unless there is a stipulated agreement which shows the drawing account in the nature of a loan. Page 784.

### SALESMEN'S OPERATION

Inquiry among a number of concerns in Chicago shows prevailing practice is that the salesman must accept full responsibility and be personally liable for samples entrusted to him. Page 857.

### SELECTION OF SALESMEN

David H. Colcord, of the Dartnell Editorial Staff, begins a series of articles exposing the practices of pseudo character analysts, phrenologists, and other business fakirs who prey on the susceptible sales manager. Page 777.

### WASHINGTON NEWS

National Biscuit Company has appealed to the Supreme Court to fix the right of the Federal Trade Commission to stop them from using discriminatory discounts for various groups of customers, thus reopening a situation which was generally considered closed as the result of the Mennen decision by the U. S. Circuit Court of Appeals. Page 833.

### WHERE TO DRIVE FOR SALES

In an investigation of the possibilities of marketing advertised products in Cincinnati, a member of the Dartnell editorial staff finds that those campaigns which have succeeded most are those which have exerted a patient, steady pull. Page 854.

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# The Answers to Your Everyday Sales Problems in One Big Volume



**T**ODAY—tomorrow—next week—you may want to know how you can add new men to your sales force with a minimum expense of time and trouble; how you can put new life and enthusiasm into an organization; how you can write letters to your dealers that will make them *want* to push your goods. Some such problem as these is *always demanding your attention*. It would save you time and money to know how others met and solved them successfully. This big reference book of SALES MANAGEMENT will give you the answers.

*Thousands of Ideas like these  
—to help you sell!*

“Working the ‘Tank’ Town by Mail”  
“Sales Letters that Touch a Live Nerve”  
“A Plan that Sold a Car an Hour”  
“How to Inspire Salesmen to Work”  
“Is There a Better Way to Pay Salesmen”  
“Teaching Salesmen to Sell the Full Line”  
“Experience With Sales Contest Prizes”  
“Should Salesmen Be Bonded”  
etc., etc., etc.

## Bound Volume V of “Sales Management”

1,165 pages, giving the experience of thousands of concerns with the very same problems that confront you. A great big book that you can use every day in the year. No sales library is complete without it.

***On 10 days’ approval — \$6.00***

The book is heavily bound in buckram and lettered in gold. Only a limited edition has been bound and most of the copies have been ordered in advance. Order now to make sure of a copy for your library.

## THE DARTNELL CORPORATION

NEW YORK

CHICAGO

LONDON



*Signs on walls and fences in the Latin-American countries say—"Good Roads Mean Prosperity For All!"*



*Every night these slogans are flashed upon thousands of movie screens, from Mexico to the Argentine.*



# Signs!

All signs point to great road-building and industrial activity in all the Latin-American countries this year.

These countries will spend more than \$70,000,000 for road-building equipment, materials and labor during 1924.



*Road and bridge building with equipment and materials made in the U. S. A.*

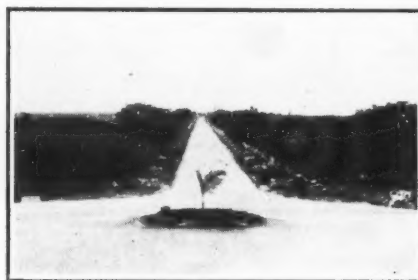
Forty delegates from the South and Central American countries will visit the United States in June to study our road-building methods and equipment.

Full accounts of the inspection trips taken by these delegates will be carried to 8,000 engineers, contractors and industrial leaders in

twenty-two Spanish-speaking countries—by Ingenieria Internacional.

Ingenieria Internacional is a monthly engineering and industrial publication, published in the United States by McGraw-Hill and printed in Spanish—the language of the men it serves.

Ingenieria Internacional is the working tool and buying guide of the 8,000 men who control nearly 90 per cent of all industrial buying in the South and Central American countries.



*A beautiful stretch of road just completed in Yucatan*

An advertisement in Ingenieria Internacional sells road-building equipment and steel, engines and cement, air compressors and paint, shop tools

and rivets, motors and cable, steam shovels and lubricants—any material or equipment that has engineering or industrial application.

If you have anything to sell to the Spanish-speaking industrial market—tell your story through the advertising pages of Ingenieria Internacional. Say it in Spanish!



Each one of the fifteen McGraw-Hill Publications is the working tool and buying guide of the executive who buys in the field it serves.

These fields and the publications which serve them are—

**Electrical:** Electrical World, Electrical Merchandising, Electrical Retailing, Journal of Electricity.

**Construction and Civil Engineering:** Engineering News-Record.

**Mining:** Engineering & Mining Journal-Press, Coal Age.

**Transportation:** Electric Railway Journal, Bus Transportation.

**Industrial:** Power, Industrial Engineer, American Machinist, American Machinist (European Edition), Chemical & Metallurgical Engineering.

**Industry and Engineering in Latin America:** Ingenieria Internacional.

## Ingenieria Internacional

A McGraw-Hill Publication  
Tenth Avenue at 36th St., New York



**Subscription Rates:** Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months' subscription, \$1.50.

**Bound Volume:** No more copies of Bound Volumes One, Two, Three or Four are now available. Copies of Bound Volume Five containing issues from October, 1922, to September, 1923, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains 1,164 pages and is bound in heavy buckram, lettered in gold.

**Renewals:** Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

**Newsstand Copies:** This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the newsstands at leading hotels, railroad stations and book stores in the larger cities.

**Advertising Rates:** Full page advertisement, opposite reading, run of paper, \$125 single insertion. Two columns, \$100 single insertion. One column, \$60 single insertion. Half column, \$35 single insertion. Fifty cents per agate line.

**Closing Dates:** First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, first of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

#### MEMBER

Audit Bureau of Circulations  
Associated Business Papers, Inc.

Published Monthly by

## THE DARTNELL CORPORATION

#### PUBLICATION OFFICES:

RAVENSWOOD AND LELAND AVENUES, CHICAGO  
Telephones, Ravenswood 0365, 0366 and 0367

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HARRY C. PECK - - - Staff Representative

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Telephone, Vanderbilt 3614

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M. V. REED - - - - - Asst. Manager  
E. D. GOODSELL - - - Staff Representative  
ROGER FITZHUGH - - - Staff Representative

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Telephone Museum 7560

J. E. WALSH - - Special Representative  
F. CECIL MCBRIDE - - Staff Representative  
H. W. CARGILL - - - Office Manager

TORONTO - - - - - W. A. LYDIATT  
27 Wellington Street, E.

MELBOURNE (AUSTRALIA) - T. C. LOTHIAN  
497 Collins Street

# Sales Management

Published Monthly for Those Who Market  
Through National Sales Organizations

VOLUME SIX

Established 1918 by The Dartnell Corporation

NUMBER SEVEN

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Edited by John Cameron Aspley



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NEWS EDITOR

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DESK EDITOR

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Copyrighted 1924 by The Dartnell Corporation. Printed by The Dartnell Press





## *We will be in good company in New York*

**D**artnell's growing clientele in the East has made the present offices in the Canadian Pacific Building inadequate.

**O**n May first the offices will move to the seventh floor of the Berkeley Building—just west of Fifth Ave. on Forty-fourth St.

**A**mong the better known concerns that have their headquarters in this building are:

ASSOCIATION OF COLOR LITHOGRAPHERS  
BARROWS & RICHARDSON  
CAMPBELL ADVERTISING AGENCY  
CHILDREN'S COSTUME ROYAL  
CRESKE-EVERETT, INC.  
GOODE & BERRIEN  
JOHN HANRAHAN  
HILL-WINSTEN CO.  
HOUSE & GARDEN  
LE COSTUME ROYAL  
T. F. MOORE CO.  
PALMER ADVERTISING SERVICE  
POSTER LITHOGRAPHERS, INC.  
REED PUBLISHING CO.  
VANITY FAIR  
VOGUE

### *After May 1st*

*Eastern Offices*

### **The Dartnell Corporation**

Seventh Floor of the Berkeley Bldg.  
19 West 44th Street  
New York City

PHILIP S. SALISBURY - - - - Manager  
M. V. REED - - - - Asst. Manager  
E. D. GOODSELL - - - Staff Representative  
ROGER FITZHUGH - - Staff Representative

## *Personal Items*



HERBERT H. MARSHALL, for fifteen years associated with Buckley, Dement & Company, Chicago direct mail house, was elected vice-president and a member of the firm.

I. N. VAN PELT has resigned as sales manager of W. F. McLaughlin & Company, Chicago, roasters of Manor House coffee, but has not announced his plans for the future.

W. E. SIMLER, formerly advertising manager of *Pictorial Review Quarterly*, and at one time on the advertising staff of the *Dry Goods Economist*, has joined the staff of James F. Newcomb & Company, New York, direct mail.

JOHN B. GAUGHEN, at one time advertising manager of the Electric Auto Lite Company, Toledo, and more recently connected with the Chicago office of the Capper Publications, has been appointed Detroit manager for the *Capper Farm Press*, succeeding HAL HURSH, who has joined Guy S. Osborn, Inc.

THOMAS F. FLANAGAN, of the Charles W. Hoyt Company, Inc., in charge of the department of sales management, and at one time general sales manager of the Pyrene Manufacturing Company, will succeed GEORGE L. MAURER, vice-president, recently deceased, as account executive.

There has been formed in New York City an organization under the name of Cowan, Dempsey & Dengler, Inc., for counsel in merchandising, sales and advertising. STUART D. COWAN was for ten years associated with the J. Walter Thompson Company in analytical work, sales and advertising plans, etc.

CHARLES FLAMMER, sales manager of A. Schilling & Company, San Francisco, marketers of coffee, teas and spices, is now personnel manager and is succeeded by DAN VOLKMAN, a director of the company.

STERLING E. PEACOCK has been sent to San Francisco to become Pacific coast manager for N. W. Ayer & Son of Philadelphia. Mr. Peacock joined the Ayer organization five years ago, and previous to that time was sales and advertising manager of the Saute Products Corporation, a subsidiary of the American Linseed Company; and later managing director of the Canadian business of Thomas J. Lipton, tea merchant.

RALPH JOSEPH succeeds CHARLES E. PERCY as sales manager of Joseph & Feiss, garment makers, Cleveland, Ohio.

ELLSWORTH BRYCE, formerly Pittsburgh district manager for the Sun Maid Raisin Growers, has been placed in charge of sales for the Sunland Sales Corporation, the new name for the marketing division of the company.

R. A. STURGEON has been made sales manager of the Ohio Garment Company, manufacturers of workmen's clothing, Springfield, Ohio.

EARL D. EDDY, at one time sales manager of the Coast Products Company, St. Louis, and the Oxweld Acetylene Company, Chicago, and more recently with the Goodyear Tire & Rubber Company, Akron, Ohio, has organized a sales and advertising counsel service under the name of Eddy & Clark, Akron, Ohio.

W. J. PECK has been made general sales manager of the Engravograph Company, New York City. He was formerly with the Barrett Adding Machine Company and the Magnus Chemical Company.

J. MITCHELL THORSEN and GEORGE S. THORSEN announce the formation of a partnership to conduct a general insurance business in New York City. J. Mitchell Thorsen was for many years business manager of *Cosmopolitan Magazine*.

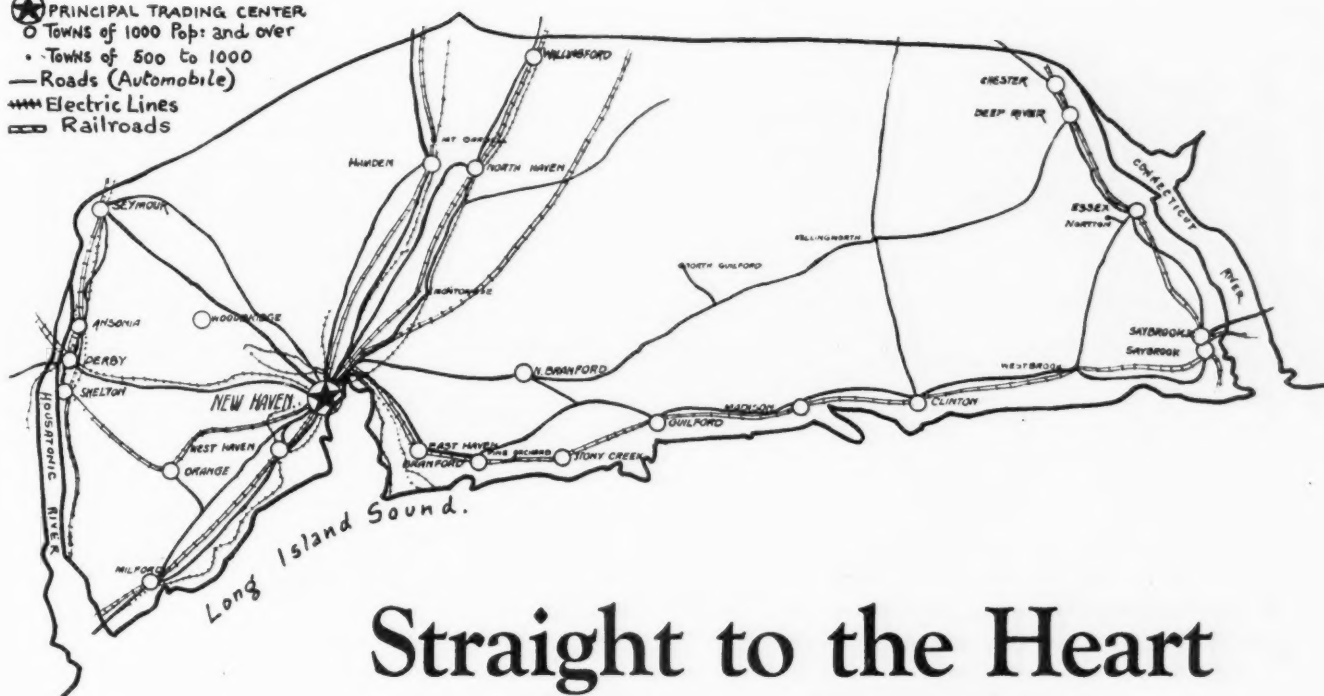
C. B. MATHES, formerly in charge of the Detroit office, has been appointed sales manager of the Conklin Pen Manufacturing Company, Toledo, Ohio, succeeding A. E. SNYDER.

The Columbia Phonograph Company announces the appointment of W. C. FUHRI as general sales manager to succeed GEORGE W. HOPKINS, recently resigned. Mr. Fuhri has just resigned as general sales manager of the General Phonograph Corporation, New York, to accept the new position.

Announcement is made of the election of WILLIAM H. ALFRING, formerly general sales manager of the Aeolian Company, New York, as vice president and general manager of that organization. Mr. Alfring joined the Aeolian organization in 1902 as St. Louis branch store manager, and now succeeds W. V. SWORDS, resigned.

ROBERT WILLIAMS, for six years sales manager of the Pennsylvania Rubber & Supply Company, Cleveland, Ohio, has been made sales manager of the Apco Manufacturing Company, Providence, R. I., makers of the Apco shock absorber and other automotive equipment.

- ★ PRINCIPAL TRADING CENTER
- TOWNS of 1000 Pop: and over
- TOWNS of 500 to 1000
- Roads (Automobile)
- ⚡ Electric Lines
- 🚂 Railroads



## Straight to the Heart of Your Market

THE individual Key Trading Center is the heart of your market in any given area. With proper cultivation that point will yield a greater volume of business—from 70 per cent of the total upward—than all the other places in the tributary area combined.

Concentration of retail outlets and of population; environmental influences which stimulate buying; easy access to well stocked stores—these are the factors that combine to make the Trading Centers so important to you in the distribution and resale of your product.

New Haven is one of the 663 Key Trading Centers of the United States. On the accompanying map it is shown with the boundaries of its trading area which includes 30 smaller communities.

In sending your salesmen into the New Haven territory, you are faced with the question, "How shall they divide their time and efforts between the city itself and the outlying places?" Your answer, of course, will be gauged by sales possibilities.

In the New Haven area are 289,199 persons or 65,727 families. Of these, 162,537 persons or 36,257 families live in New Haven—more than half the total population.

Yet from your viewpoint—the sale of your product—this New Haven population is worth much more than half in volume of sales. It is a

population whose buying desires are being stimulated by the surroundings; it is being constantly tempted to spend money because of the number of well stocked stores in the city.

There are 3,511 retailers in all lines to supply the New Haven population.

As a contrast, consider Wallingford, a town of 9,648—2,201 families—in the New Haven area. Wallingford has only 160 rated retailers. And they are *small town retailers* who carry small town stocks.

Don't these facts indicate where your salesmen's efforts will be the most productive and profitable?

Aim straight at the heart of your market.

An advertising campaign in the *Cosmopolitan* will parallel your sales efforts in this market, because *Cosmopolitan's* circulation in the area is concentrated mostly in New Haven—the Key Trading Center.

The total circulation for the area is 3,911. In New Haven the circulation is 3,180, or 81.4 per cent.

We have published a booklet that every sales manager will find helpful. It discusses the Trading Center Market in detail. The title is "The National Urban Market—First."

We will be glad to send as many copies as you want.

Write to A. C. G. Hammesfahr, Business Manager.

**Cosmopolitan**  
New York





" . . . and send this coupon to Library Bureau"

## Selling three thousand products in every advertisement

SOME people knew Library Bureau as a manufacturer of filing cabinets. Some knew Library Bureau as a maker of filing supplies—some as a creator of filing systems.

But—few knew that Library Bureau manufactured over three thousand products for every business and every profession in the country. Few knew about the many unique services Library Bureau offers modern business.

In a Richards survey of the Library Bureau market we talked with Presidents—Office Managers—Purchasing Agents—File Operators. We analyzed buying motives. We studied the reasons for their buying habits. We learned their constant needs.

Then we made our advertising recommendations.

It wasn't "institutional advertising" in the ordinary sense—but it sold the insti-

tution. It wasn't department store advertising—but it helped to sell three thousand products. A well designed coupon not only inspired action but advertised the Six Big Divisions of Library Bureau service.

THE RESULTS? A Branch Manager writes: "The advertising has placed us before the public as never before in a broad way."

A Department Head writes: "The advertising has made it easier for the salesmen to get interviews and easier for them to close business."

And in the words of a salesman: "The advertising has given me an entrée and has given my prospects a new idea of our national scope."

For the executive who is anxious to know how "Facts first" may be applied to his own business, we have prepared a book called "Business Research, the Foundation of Modern Marketing." Will you write for a copy on your business stationery? Joseph Richards Company, Inc., 247 Park Avenue, New York City.

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RICHARDS *"Facts first—then Advertising"* TRADE MARK REG.

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# Sales Management

A Dartnell  Publication

Volume Six

Chicago, April, 1924

Number Seven

## The Disgruntled Customer

A Few Suggestions on Turning  
Kicks and Complaints Into Sales

By Charles R. Wiers

Vice-President, DeLong Hook and Eye Company, Philadelphia

THE way a complaint is handled determines whether or not a customer will come back. So every letter written in answer to a complaint is just as much a sales letter as one sent in answer to an inquiry. A complaint is the most serious and the most vital thing a correspondent has to handle. It requires the fullest application of some of the greatest human traits such as tact, patience, kindness, faith, sympathy and generosity.

Despite these undeniable facts you will often find the adjustment of complaints delegated to some cold blooded man or woman whose knowledge of people is limited and who has but little regard for the thoughts and feelings of others. Perhaps this unfortunate condition is the result of a mistaken idea in some quarters that the big job in business is to get customers, no matter what happens to them after they arrive.

There should be a closer relationship between the job of getting customers and that of retaining them. Every business needs plenty of new customers, but if it permits itself to become indifferent towards the old ones, or the best interests of the old and the new combined, there will soon be several missing links in the chain of progress.

It's strange what trivial things will cause people to be dissatisfied. It's doubly strange that people

everywhere will harbor a grievance and still make no effort to bring it to the attention of the right person.



CHARLES R. WIERS

For nearly two years we have been trying to induce Mr. Wiers to write a series of articles on sales correspondence. At last we have succeeded.

He won his spurs as a writer of result-producing sales letters while he was chief correspondent of the Larkin Company, the big mail order house of Buffalo. In 1921 as vice-president in charge of sales of the De Long Hook & Eye Company he more than doubled sales of the previous best year—mainly through his ability to write good sales letters.

Only a short time ago I learned that seventy-five per cent of those who quit the State Street stores in Chicago after making one or more purchases never give any reason for

their action. I also recall that in the business with which I was formerly connected for a great many years, we found any number of people who bought once and then deserted us without voicing a reason or sending a farewell message of any kind.

Somebody or some thing is responsible for all of these unusual happenings. Occasionally, yes, quite often, the trouble can be traced to some peculiarity that puts the buyer in a class by himself. Then again the seller is often to blame.

Last spring my household needed a kitchen table and a screen door. The presiding genius of my home bought these two articles at one of Philadelphia's largest department stores and paid for them with the coin of the realm. They were to be delivered the next day, which was Wednesday. They did not come on Wednesday, and as the flies insisted upon coming in, I considered it fair and proper on Thursday to do a little kicking. On Friday afternoon the kitchen table was delivered minus the screen. This necessitated a second complaint, with the result that on the following Tuesday we received our screen door and a second kitchen table. Later in the week I received a letter from this same store telling me that I had been charged with a certain amount, but as they could not locate any previous account at my present address they would like to know just

how the charge should be handled. Further comment is unnecessary except that my introduction to this particular store through a cash transaction does not make me wildly enthusiastic about their way of doing things.

What does all of this suggest? It suggests first of all the necessity of doing everything under the sun to prevent complaints. Money spent for any reasonable operation leading to such a result will always return a substantial dividend. Every firm wants orders — not complaints. There will always be enough complaints in any business without encouraging them unnecessarily. Be careful about personal conduct, about weights, about packing, about marking, and about the appearance of things in general. Let's separate ourselves from the crazy stunt of seeing how much we can inflict upon the other person without getting caught at it. Let's find out what other folks want and then adjust ourselves and our service to their needs, in so far as such a thing may be consistent with reason and economy.

#### **The Premium on Accuracy**

Let us also make a greater drive for accuracy. During the war period when I was supervising the communication work of the American Red Cross in Washington, I had more trouble with inaccuracy among my 335 helpers than anything else. I recall an important

letter with regard to the death of one of our brave boys, which was sent to Grand Rapids, Michigan, instead of Grand Rapids, Wisconsin, just because the young woman who addressed the envelope had learned when she studied geography that there was a Grand Rapids in Michigan. She therefore paid no attention to the correct address on papers before her, and hurriedly wrote "Grand Rapids, Michigan," on the envelope.

I also experienced much trouble because any number of letters would go out addressed to 246 Main Street, for example, when the correct address was 1246 Main Street, and vice versa.

#### **Correspondent Needs Character**

Our gross inaccuracies, resulting from a woeful lack of application and observation, would dazzle us if we could compute their cost in dollars and cents. Much of this can be eliminated and hundreds of complaints wiped out through a greater degree of office education based on actual cases rather than generalities. Your job and mine, then, is to convert ourselves into teachers, who will not only do plenty of teaching within our own organizations, but will also cooperate with the teaching profession at large for the purpose of creating higher ideals and greater efficiency among those who aspire to be business helpers.

As for the qualifications of the men and women who handle com-

plaints, the greatest stress should be laid upon disposition, or the ability to be kind and pleasant to all comers, regardless of color, creed, nationality, or previous servitude. A crank has no more authority to monkey with a complaint than I have with a buzz saw. On the other hand, an adjuster who is courteous, pleasant and tactful to a marked degree, but who is equipped with a spaghetti backbone, will last about as long as a Mexican president.

To use modern vernacular, it takes a real guy to make a real adjustment of a complaint. He must not take himself, his job or others too seriously. He must not believe that his brand of religion is the only one that will get a sinner through the pearly gates or that the world will go to the bow-wows unless it follows his advice and leadership through storm and sunshine. In brief, he is so well balanced that he reflects the sentiments of Paul: "I have learned in whatsoever state I am therewith to be content."

#### **Necessity of Perfect Self-Control**

A good adjuster must be a clean-cut individual with the ability to keep cool, to listen patiently, to radiate sunshine, and to give utterance to the gracious and the generous things that will instantly remove the grief and the sting for which his house may be responsible. It takes a manly man or womanly woman to

*(Continued on page 876)*



Ten to forty times a day practically every worker in this office has an opportunity to make a friend, or lose an account, according to the sort of letters he writes





# HABIT—and the Salesman

The Ring-Tailed Rangdoodles and Hydra-Headed Whiffits of Human Nature That Ride a Good Man to His Doom

By Royal Mede

**H**ABIT is a Thedabearish vixen!

Persistently she vamps us, and flirts with our better judgment, and calls a wild, sweet song from her sirene cliffs. It would be comparatively easy to live an entire lifetime without ever making a mistake, if it were not for Habit. The hour you succumb to her cunning solicitations and marry her—good night!

Now it has always seemed to me, being somewhat of a road agent myself, that salesmen of all types are peculiarly susceptible to the above-mentioned Cleopatra. Perhaps there's a reason—perhaps it has to do, in one field at least, with the fact that a man is away from home and mother for long stretches and is left a weak vessel, a helpless free agent.

## All Kinds of Habits

Road salesmen of my acquaintance, as a rule, have as many habits of the persistently deleterious type, as a hound dawg has fleas. And, in the end, they keep him scratching.

An old sales manager of mine once said to me: "Young man, if you can whip all your bad habits, there is no reason why you should not eventually become the most successful, the most famous salesman in the world—because you'll be the only salesman who hasn't any."

Which, naturally enough, set me to thinking.

There are good habits and bad habits, but for the life of me it has

ever been a perplexing task to segregate each class, one from the other. Some bad habits are really not tremendously bad at all, but just guardedly trifling. They are always around the corner from a man's innermost consciousness, whispering sweet temptations in his ears. When you attempt to analyze and dissect them, they smile up at you sweetly, as much as to say: "Yes, old man, but this is a short life and a none too easy one and if a chap is wholly without small secret sins, he is wholly miserable. Now a dozen or so minor bad habits will hurt no man. They season existence."

## Certain Habits Must Go

To know just when a habit is merely mischievous, as against a habit which sneaks up on you from behind and gleefully throttles your usefulness, is a fine art. Personally, I have not been successful in arriving at this distinction until after a habit had gotten me down and was beating the life out of me.

Habits are, actually, of one species only. I claim that the real definition has to do with those things which we know are a little wrong or terribly wrong, yet which we encourage, every so often, because life can't be made of untinctured holiness. It would fall of its own dead weight of morality. Being too good—on long stretches, is intolerable, with the added disadvantage of never providing contrast. On the other hand, a good trait should not be called a habit, because

I doubt if anybody ever deliberately set out to be 100 per cent moral to the end of his days. Some of the dignity of being without vice is lost when you name it "Habit."

You may wonder why I am making such a stew over the question at all, it being, of course, a distinctly personal theme, which no outsider should settle for us, as individuals.

But here is a tremendous vital subject. Habit is the making or the breaking of a salesman. If I ever reach the dignity of departmental managership, it is my intention to conduct a habit school right within my own organization. There are certain habits which I shall insist upon driving off the Reservation. On the other hand, with tolerant compassion for my men, habits there are, slightly off color and even wicked, in spots, which I shall administer as rigorously as the old-fashioned mother gave out sulphur and molasses and catnip tea.

## More Real Salesmen Needed

Yes, sir. I want my sales force to boast the bucking up tonic of a job lot of small habits, with horns and forked tails. When it comes to habit, you will observe, I am a democrat and an ultra liberal. There is no lonelier man on this gigantic footstool than the individual who hasn't any bad habits.

To begin with, it is not so easy as it might appear to create good salesmen, in this generation, and then to hold them, after they are created. Efficient salesmen are just as scarce to day as they ever were



Every female was "Little Cutie" or "Sister" to him

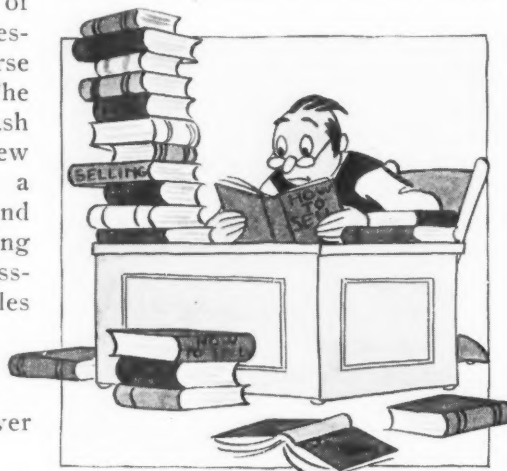
in the olden regime. The moment a person becomes talented enough to go out and sell a large bill of goods, he becomes a bank president or ringmaster of a circus, or something. The world at large is famished for men and women who have ALL of the rare qualities of expert salesmanship. Our industrial universe calls to them and for them. The trouble with selling is the whiplash of its spirit. Every day is a new problem. Every selling job is a new job. You can't sit back and listen to your radio after making one sale or even a season of successful sales. As soon as the wrinkles work out of your coat from the back-slapping of congratulation, you must buckle your belt a little tighter and begin all over again.

This being uncontrovertibly true, modern business finds it compulsory to make things as easy and as cheerful and as inviting for salesmen as possible; forever reminding them that they are human and that plug tobacco passed out with bustles and ear-laps, is to discourage new stock. Certain habits are just as intensely personal as brushing your teeth or taking a cold shower. They are an intensely intimate element of living. I worked for a year and a half with an organization, the nominal head of which seemed to be something of a cross between a circuit rider and a cha-tauqua choir master. Reform was his middle name and all his initials were ecclesiastical. He had set out to make the members of his department, one and all, as pure as the lily fields of Bermuda, or know the reason why. He could see a bad habit with telescopic and uncanny certainty. A habit might be so tiny

that, under ordinary circumstances, it could not be seen save with laboratory equipment, but this gentleman had it spotted and index-filled before sundown, and was sharpening an ax for the operation.

Within the first eleven months of his Great Habit Drive, nine of his best men had gone over into the ministry and left salesmanship far behind, forever, conscious of its hotbed of iniquity. They had been relieved of their bad habits but they were left with no ambition save in matters relating to governing the habits of others.

I was not one of the nine. It was perfectly all right for this sales manager to ask me to stop padding my expense account, and to refrain from bawling a good customer out over some political dispute, but when the other fellow deliberately assailed my rank and file of nice,



His desk was piled high with "scientific" literature on selling

house-broken personal habits, some of which ran the entire gamut of hideous sin, up to picking my teeth after a steak dinner at the Mansion House, Peoria, Ind., I called quits. My habits had not been hired by the firm, along with my working hours. And Mansion House steak was stringy, anyhow.

"Can't you understand," said this sales manager of mine, "that I am doing this for YOUR good and that it is only by ridding you boys of your bad habits that we can build a truly great organization?"

"Yes," I replied, "yes, that's true. But opinions differ as to the danger line in habits . . . that line which divides the mere harmless diversion from the stinging reptiles of crime. You have drawn up a moral code and a set of special Habit specifications, which, if rigorously followed,

would keep me so busy heeding them and keeping them behind the bars, that there would be no time left for selling. I heard you tell a bunch of boys last evening that one thing a salesman should never, never do, was to pick his teeth, and my teeth are not built for your brand of salesmanship. Nature placed several of them so far apart that they just naturally attract the alfalfa a man picks up at these country hotels. And dental floss gets tangled in my watch chain. You can expect me, together with my seven sample trunks of personal habits, to move on at the expiration of the current week."

Notwithstanding this, I am willing to concede, as has been mentioned before, that habits there are of which certain salesmen are guilty, which produce a foamy wake of trouble. As a student of my fellow-salesmen, I have become conscious of them. These specific habits I have struck off my list.

For example, I was never guilty of the customer-clawing habit. I know salesmen who can't talk with a prospect without man-handling him. It is a not uncommon procedure, as you perhaps know. The habit in question finally reaches the point where you punctuate every remark with slaps and love-taps. I knew a salesman who, before he had finished his talk, was guilty of almost pawing the man's coat off his back, to say nothing of the vest and pants. He would start off by playfully pulling at a button or two, and from there, passing on up to the coat lapel. The customer was compelled to fight to keep his self-respect and his shirt. This business of playing grand opera on a client's breast plate, or tuning up for "I love



The champion rib-jabber and pawer; without his hands he couldn't talk



you," by yanking at the other chap's tuxedo is as unnecessary as it is disconcerting. No customer of my acquaintance likes to serve as a human xylophone for a salesman, merely because the latter can't make his hands behave. Talking with your mouth would appear sufficient under even abnormal circumstances. Of course, if the man opposite happens to be stone deaf or speaks a different language, I can understand why it might help to ring up a few verbal fares on his coat collar some time during the consultation.

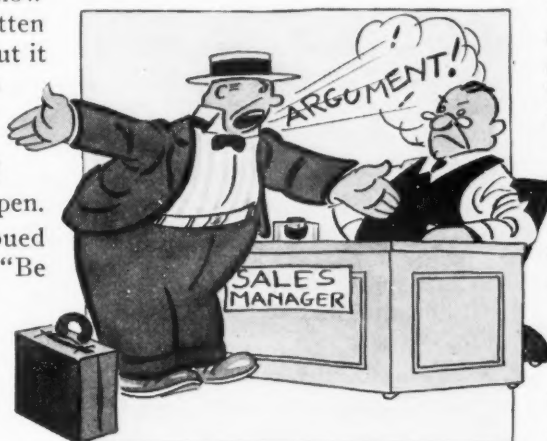
You might not think that the salesmanship manual complex could become a detriment if permitted to reach the Habit stage, but I am here to relate that such and such is distinctly the case. Habit, as I understand it, is taking anything too far. It will hurt no salesman to read a good book or two on how to sell, provided they were written by men who know how to sell, but it is singularly true of many sales manuals now on the market, that their authors were never nearer the complex problem of actual selling than a fountain pen.

He finally becomes so imbued with the "I Will Arise" and "Be Yourself—Make a Million" theory of salesmanship that he eventually thinks he is the little old boy who could out-Emerson Emerson in a free-for-all tournament of epigram shooters. Instead of confining himself to the cold hard fact to be found in the company sales manual he finds it necessary to go on protracted reading sprees that lead him through page after page of stuff that tells just how the mind of a pale blond buyer will react to the

brunette logic of a fat man born under the sign of Sagittarius. He spends hours reading all about the twenty steps in winning confidence, and the seventeen mental reflexes that must reflex on all twelve cylinders before the mind of the buyer and seller meet on the high plane of mutual understanding.

This Habit might not be classified as a vice by the Society for Better Living yet it does become a vice when it requires hours of time which should be spent rubbing elbows with real human beings—and buyers.

Then there is the Flirt Habit, than which there is no more deadly germ. Salesmen did not come by their past reputations in this regard, accidentally. It is very difficult indeed, I grant you, to land, fresh from the metropolis—unusually fresh, we



No matter what the subject was he always took the other side

might say—in a tiny Kansas village, where they still wear one-piece bow ties, and not be more or less self-conscious. Your dress alone is conducive to this. In all that muddy region, you are the only man wearing buff spats and patent leather pumps, at mid-day.

Friend Jim is a victim of the Flirt Habit. Every female is a fair mark for his immeasurable ego. Somebody at a party once told Jim that he was an "exceptionally striking personality" and that "the little dash of gray at his temples made him look distinguished." From then on, Jim was a changed man!

He smirks at the hotel stenog, he winks at the telephone switchboard lass; he attempts to make dates with the Linen Closet Lady, and at the home office, the females all refer to him as "The Sheik." In fact, Jim



He just couldn't resist writing bales of epigrammatic tornadoes

has such a big job on his hands impressing the fair sex with the fact that if he is ever born again, he will have as many wives as the janitor of a harem, he can't quite get around to attending to any other business. We once saw Jim's address book, and it bore striking resemblance to a blue-list compilation of the Chambermaids Union of the U. S. A., or Who's Who in Hotel Life.

Women can become a habit. I do not believe there can be any controversy on that subject. But a salesman must strike a reasonable compromise. He must be able to take 'em or leave 'em alone. A little woman, now and then, is relished by the greatest men, but the very moment this habit reaches the point where you can't enter a hotel without being irresistibly drawn to everything in skirts, that moment salesmanship is being confined to one thing only—selling yourself to the Janes. Although I am no Lothario, I have found, even in my limited experience, that oil and water will mix with greater ease than petticoats and a day's work. Jim doesn't know how to dilute his affections. He steps briskly into a man's office and forgets he is there to see the boss, if the blond secretary happens to smirk at him. I would, therefore, set down women as one of the hardest of all habits to break, and one of the most dangerous, where salesmen are concerned.

You have doubtless met Sam, as well. And Sam is a splinter off the same wooden-headed Habit. Sam has allowed women to give him a side line of harmful habits, independent of the three-ring habit of feminine lure. For in the case of Sam, the habit runs to dress, to patent

(Continued on page 862)



Village maidens thought he was just too handsome—and so sheikish



# Using the Strong Salesmen to Help the Tail Enders

How the Majestic Manufacturing Company Improved Sales Tactics by Helping Their Salesmen to Exchange Experiences

*By Carl E. Sommer*

Vice-President, Majestic Manufacturing Company, St. Louis

**L**AST summer the idea came to me that the average salesman knows more about selling than some of the writers and speakers on the subject. Turning this thought over in my mind it occurred to me that our problem was not to find ideas and give them to the salesmen in ready-made, usable form, but to encourage and assist our salesmen to do more constructive thinking along the lines of their own problems. I felt that every selling problem our men are confronted with could be solved by some man on our sales force—the problem was to encourage them to pass their ideas around among the other members of the sales force.

## Practical Advice Needed

Listening to three talks on salesmanship brought the matter to a head. They were the usual talks on selling which outlined the various steps and mental processes in making a sale; it was all very abstract and very theoretical. I thought our men could do better. So I put it up to them in a letter which said:

"After hearing three talks on salesmanship this month—one speaker telling about the seven steps to an order and the psychology of a sale—another about the secrets of success—somehow or other none of them appealed to me as a real practical message for experienced salesmen. What the experienced salesman really wants is plans which other salesmen have used successfully.

"Therefore, to help each other and obtain successful methods which will help each of you, I have made up a list of subjects that are being handled successfully by one or more of our salesmen, and in which, no doubt, each one of you will find one or more of your own strong points.

"I want each one of you to select the one closest to your heart and tell the others how you get results. Imagine that you were here at a convention and telling us about it. Let us have this at once, and we will pass it along to the other salesmen so they can cash in on it in their sales next month."

I selected ten subjects that seemed to outline some of the most difficult problems our men must face and solve. The subjects were:

1. Turning the buyer's "NO" into a "YES."
2. Lost, strayed or stolen customers.
3. When the buyer tries to crawl-fish.
4. Turning a turndown into an order.
5. When the dealer begins to slip.
6. Getting past the price barrier.
7. Dealer not buying—too much on his books—farmers must pay cash.
8. Hard hit territory.
9. It paid to follow up inquiries.
10. What is the best excuse for failure?

## Many Good Ideas

The results of this bulletin far exceeded our expectations. Even though we felt confident that our men could answer all the questions and suggest practicable solutions to all the problems outlined, we did not expect such a hearty response. The first replies indorsed it as being a mighty good idea for helping each other. Nearly all the writers of these first letters promised to write an answer to some of the problems in a day or so.

Soon nearly every subject was covered. I was surprised by the number of different methods and ways for handling the same problem. All of the subjects came under

the daily work of our men and some of the best selling ideas ever injected into our business came from letters received from our salesmen.

In sending in their letters many of the men asked if certain problems had yet been touched upon in the answers. They intimated that such and such a problem had been bothering them and were anxious to know how the other men handled it.

As soon as the replies came in (they were strung over a period of about thirty days), we sent them to the other men. Probably it reacted in this way—that some of the men were reluctant to answer, but seeing the good they were getting from what the others wrote they joined in, and so that without further urging we received the cooperation of every one of our salesmen.

## How the Salesmen Were Helped

After some of the letters were received and sent out to our men in the field, we naturally began to wonder if the answers received from salesmen had really been of any great help. We soon learned that practically every letter helped at least one salesman. I remember a letter received from one of our best men—a man who was then leading the sales force. Like many other big producers this man overlooked no opportunity to increase his selling efficiency and from the letter we received from him I judge that he made good use of nearly all of the replies. One day he sent in an order, accompanied by the following letter:

"Enclosed is an order and contract for a sale at 'W.' This is a reinstated dealer—an account that has been dead for five years. I gave him a dose of 'G's' article on 'Lost, Strayed or Stolen Customers' and an overdose of 'M's' article on 'Getting Past the Price Barrier.' In

(Continued on page 816)

# Business Fakirs

The first of a series of articles exposing the practices of pseudo character analysts and other schemers who prey on sales managers

*By David H. Colcord*

**P**AUL IVEY defines an "expert" as a man who is a good distance away from home. It's a good definition. It has possibilities. It's a good definition to remember when we are about to hand some "expert" our hard-earned dollars for telling us something we already know, or would like to believe about ourselves. Ten to one our stenographers could give us a "reading" that for facts would knock the spots off the most intricate phrenological chart on the market.

Yet phrenology and character analysis have their possibilities—especially the statement by some of its exponents, that brunettes make better salesmen than blonds. That statement alone has without doubt saved millions of dollars for Minneapolis and the state of Minnesota, for now they know per se that as salesmen their native sons will make good farmers. And think what this discovery has meant to the South—to know that as the individual approaches the brunette type, to that extent his chances as a salesman are enhanced accordingly.

## Sound Science Needed

Seriously, if there is anything in the science of phrenology every man in this country interested in the distribution of commodities ought to know its principles. It ought to be taught in the public schools—surely it deserves a place in the curriculum of our state universities. But search as I will, I cannot find it listed in any course of study. Is there a possibility that our schools of business administration are trailing the business world by some fifty or a hundred years? Yet we hear phrenology and the phrenologist mentioned almost daily (and with respect) in the best of business circles.

The phrenologist and the character analyst claim they deserve a place in the program of se-

lecting salesmen. If they deserve it—have something that will help to cut down the enormous waste entailed by our present rate of salesmen's turnover—by all means they need the support of every agency for better business methods in this country. Let's stop for a moment and consider the extent of this waste.

The sales manager of an eastern distributing company has kept during the current year a complete record of the cost of hiring and firing incompetent salesmen. He claims that his company will show \$75,000 loss in this item alone for 1923, which sum will be added to selling cost.

## High Cost of Hiring and Firing

Normally there are approximately 400,000 salesmen traveling in the United States at an annual cost of more than \$150,000,000, including compensation and traveling expenses. A recent investigation shows that during the past eight years the rate of turnover in the employment of salesmen is increasing at the rate of five per cent a year. It shows that for thirty-six companies that are large employers of salesmen, an average of eighty-five failures for every hundred salesmen employed, and the average loss on a salesman who fails to make good is from \$200 to \$2,000.

At this rate, estimating only fifty per cent turnover in salesmen for 1923, which is conservative, and the loss at only \$200 each, we charged off last year \$40,000,000 in this item alone to unproductive overhead.

Can we wonder then that the average employer of man power, especially he who is charged with the selection of salesmen, is susceptible to the cure-alls and quackeries of the business fakir? Can we blame the sales executive, who has tried every method possible from common sense methods to scientific se-

lection tests, if he turns to the quack in desperation?

It may sometime be possible to prescribe the one and only method for selecting a business-getting salesman from the line of applicants who wait in the outer office. The old heads in the business will tell you there isn't any one method, nor will there ever be one. As a rule of thumb method in immigration would have kept Steinmetz out of this country, so in the selection of salesmen it is liable to turn away some hayshaker with cowlicks in his hair, who has the potentiality of a Schwab.

Just the same we are all looking for a sure-fire selection plan. We are ready to try anything once if it will cut down our excessive employment turnover. The business fakirs know this—and hence a thriving and profitable business in their line!

Before me I have a copy of a booklet issued as promotional literature for a well-known character analyst. It claims to be an intimate story of the life of one of the analyst's customers—before and after taking. The literature is convincing. It leads the way directly to an order blank, found on the last page. By sending one's photograph, and a check for a specified amount, the analyst will return to the sender a "mail reading" of the case.

## Fakirs Practice Salesmanship

The professional writer who prepared the booklet uses an old trick. He has handled it with admirable skill. Anticipating the objection that recognized psychologists and scientists have branded phrenology as bunk, he proceeds to send the hero of the story through college. After he graduates and has had sundry encounters with this adamite world-as-it-is, our hero finds his "own intuition and judgment wanting." To quote from the booklet:

"I had read a little and heard



## Webster's Definition of "Phrenology"

(I) Webster's International Dictionary.

**"Phrenology:** The hypothesis of F. J. Gill (1758-1828) that mental faculties and traits of character are shown by the conformation of the skull; or that the system of faculties and their location is based on this hypothesis. It (phrenology) was based on the erroneous supposition that the brain actually conforms to the shape of the skull."

A letter from W. B. Pillsbury, head of the department of psychology, University of Michigan:

"The modern psychological attitude towards phrenologists is that it is a fraud, to be rough. In the first place, the faculties that the phrenologist assumes probably do not exist, at least not as independent entities. There is no single thing such as reason, memory, or amateness, separate from other capacities.

"In the second place, so far as we know that functions are localized in the brain, there are separate places for the different senses and for movement, but no separate place for the faculties which they enumerate.

"In the third place, there is no detailed relation between the shape of the brain and the shape of the skull. Most of the bumps are air bumps, where there is air between the two surfaces of the skull.

"Furthermore, statistical studies of correlation between the shape of the skull and intelligence show no relation whatsoever.

"A phrenologist depends, not upon bumps really, but upon making a number of different, frequently contradictory, statements and letting his hearers choose those which seem to apply. The second main support is in guessing from the reaction of the audience, if there be an audience, when he is making true statements, and continuing in that line, withdrawing or modifying all which do not seem to meet with favor.

"Yours very truly,

(Signed) "W. B. PILLSBURY."

more about phrenology, physiognomy and palmistry, but always regarded them unscientific fads, and at best amusing parlor tricks," the autobiographer goes on to say. "My professor of psychology at college had the utmost contempt for them—but in my sixteen years of hard knocks I had found that many professorial dogmas and oracles were contrary to facts as I met them in actual life, etc." And our hero then accelerates in the direction of the order blank—purged of all this "academic nonsense."

The reader is also purged, especially the reader whose only contact with a college professor has been over the footlights of a comic opera or through the "funnies" of the Sunday supplement. At one stroke, the evidence of a hundred years of psychological and physiological research is shoved from the boards to make way for the incantations of a modern "medicine man."

A clever and a profitable trick!

But here is the rub: The analyst is catching bigger fry than "suckers." The booklet lists the names of fifteen business corporations of million dollar magnitude, as clients—an eastern railroad company, a large insurance company, one of the largest automobile companies, an office appliance manufacturer, a great powder company, and several others who retain the analyst as vocational counsellor.

When I add that another individual of the same kind—a phrenologist—is today retained by several million dollar organizations as a vocational counsellor, and that there are hundreds of others of the same pattern operating and taking hard-earned money in other cities in the United States—does it not seem that the time has come to "turn on the lights" once more?

It has a direct bearing on one

of the most serious problems of present day commodity distribution—that of hiring and training the 400,000 commercial salesmen traveling in this country.

A brain specialist on the staff of a well known hospital related the following incident which took place in his office:

On this day a salesman in his late thirties appeared in the specialist's office, desirous of obtaining professional advice. He was in an extremely nervous state and it was with considerable difficulty that the surgeon was able to get the history of the case, as they call it. He had lost his job several months previous and in trying to make a new connection had run into an experience that had completely shaken his confidence in himself. If someone had told him he had contracted a hopeless malady, his dejection could not have been more profound.

### How An "Analysis" Works

It seems he had answered an advertisement for salesmen in a newspaper placed there by a manufacturing concern. Receiving a notice to appear for an interview at a downtown office, having no apparent connection with the above named concern, he found himself in a waiting-room with a score of other applicants for the position.

When his turn came, a girl at the information desk approached him with an application blank to fill out which contained a dozen or more personal questions. This done he was ushered into the private office of a so-called phrenologist, retained by this old, and nationally known company, for the purpose of selecting its salesmen.

As the surgeon repeated this salesman's story, the mysterious analyst produced a pair of steel calipers and a phrenological chart and made a survey of every inch of the salesman's head—filling in the chart with linear measurements as he proceeded. This completed, he questioned the applicant in more or less detail, and dismissed him.

Apparently the shiny steel calipers had left an impression never to be erased from this salesman's mind, for upon receiving notice several days later from the sales manager of this company that they would not use him, he made up his mind to

(Continued on page 868)



# Charts That Saved a Convention from Talking Itself to Death

San Antonio Drug Company Finds Graphic Charts More Effective for Salesmen's Convention than Series of Speeches

By Ruel McDaniel

HOW the San Antonio Drug Company got away from the stereotyped sales convention talks and maintained a high pitch of interest all through its semi-annual meeting of salesmen, is told by A. F. Wakefield, exploitation manager of the company. Like most other jobbers and wholesalers, this company has always been confronted with the problem of maintaining the undivided interest of the salesmen throughout the sales conferences.

"The formal, routine plan of selling talks by salesmen themselves, members of the firm and outsiders has never proved entirely satisfactory," said Mr. Wakefield. "So for the last meeting we devised a system of thirty-three charts which visualized the points that they desired brought before the salesmen, and they were used throughout the convention to illustrate talks. The fact that interest remained at a high pitch during the entire three days of the meeting, and that the unanimous decision of all concerned was that

this was by far the most successful convention we have ever held, is evidence of the practicality of the plan," Mr. Wakefield declared.

"Our road men left the house with a better understanding of their jobs—what is expected of them, and what they may expect of the house, more interest in the firm and the lines it carries and a better general feeling of cooperation toward headquarters. The charts were means of straightening out many little differences and misunderstandings because they visualized the whole working organization. They presented our mutual problems in a manner that could not possibly have been shown so thoroughly through oral illustrations."

## The Charts Saved Talk

The keynote of the whole series of charts was close cooperation between headquarters and salesmen and opportunities for greater volume at no increase in overhead.

The thirty-three charts were made of white oilcloth, with the illustrations, figures and lettering painted in in various colors for contrast. They were five feet long and three feet wide, fastened at the top in the manner of a series of large maps, making it easy for them to be turned over as the lectures progressed. The clamp holding the set of charts was mounted on a frame high enough to hold the bottom of them above the floor. Strips of wood, attached to the bottom of each, held them straight.

The statement, "A sales organization without cooperation is like a fiddle with one string—lots of noise but not much music," with hand drawings showing Miss Business spurning the one-string fiddler, decorated the cover of the group of charts. This was suggestive of the ideas to be dwelled upon.

Then the major problems confronting the company were taken

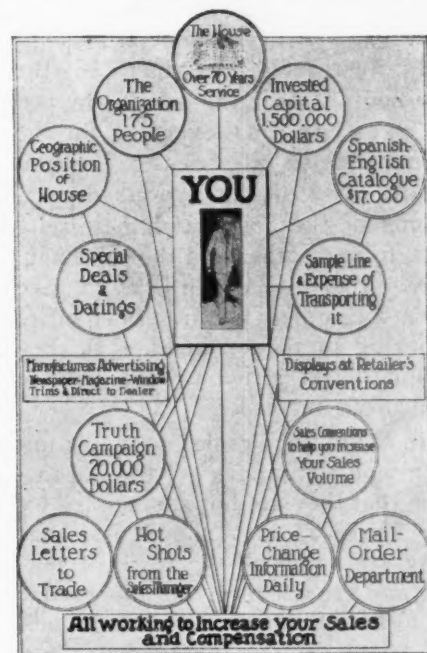
up, one by one, and by animating them with facts and figures—and hand drawn illustrations in some cases to attract closer attention—each message was efficiently put over as the lectures went along.

There is a certain amount of pride in each individual. This was brought out in the salesmen by showing on charts the sales records of each man over a period of three years. There was a chart for each general line of merchandise handled, and names of the men were arranged from top to bottom according to the volume of sales made. Each man had before him a mute witness to his activities during the outlined period and he faced that witness in the presence of all his fellow-salesmen.

It is not difficult for any manufacturer or wholesaler to tell of the returned goods evil. But to sufficiently impress this evil upon his salesmen is another problem. The San Antonio Drug Company visualized this big question with but two



The returned goods problem was turned inside out by this simple chart



This chart gently reminds the salesman that the house can and does help sell

charts. A table was first drawn up showing the actual cost of selling the bill the first time, cost of shipping and cost of finally closing the transaction; a second cost group showed the expense of returning the goods to stock and crediting customer's account, and the third expense table showed the amount it cost to resell the bill, ship it back and close the transaction again.

Then followed a chart showing the amount of returned goods sold by the individual salesmen. They could figure out for themselves, from the two sheets, how much they had lost for the company through the returned goods evil. The man with the lowest percentage of returned goods against him, in comparison to sales during the year, by months, naturally occupied the top position. This tended to create friendly competition among the men to reduce their returned merchandise percentage as well as to instill in them a determination to better their previous sales record during 1924.

The amount of returned goods depends upon the thoroughness with which the salesman sells his line, and upon the character of the firm or individual who buys the goods. The next step, then, was a chart that showed what constitutes a satisfactory account.

#### **Selling the House Policies**

There was a chart visualizing the various means of transportation of merchandise to customers. Drawings instructed the men in the methods of ordering goods shipped so as to cut down expenses for the house. Also a series of several charts showed the various departments of the house and their relation to each other and the salesmen, the purpose of which was to give them a complete picture of the entire working of the business, that they might better strive toward volume and profit increases.

In any wholesale organization salesmen sometimes get the impression that they are not appreciated by the house as they should be; that they are doing all the work of selling and are not receiving due credit. In order to impress upon their men the many factors that enter into a sale, the San Antonio Drug Company drew up a chart that pictured

the many elements, apart from the salesman, that bring about a sale.

In the center of the sheet was a picture of a man, labeled "You." Leading to this picture were lines connecting discs and squares from all quarters of the sheet. Each of these spaces mentioned a factor that enters into a deal closed by a salesman. These factors included displays at retailers' conventions, sales letters to the trade, manufacturers' advertising, price change information daily, invested capital, reliable house, sample lines and expense of transporting them, mail order department, and an organization of 175 people to handle orders when they come in.

#### **Charting the Value of Catalogs**

The salesmen saw by an unmistakable picture that all these elements were working hand in hand with them wherever they were; that these things were working day and night, regardless of what the men on the road were doing. The picture told them that they were not shouldering all the load, but were getting real cooperation from headquarters.

In order to illustrate the great value of the catalogue to the men, a chart was made that dissected it by pages; that is, it showed how many pages were devoted to each line, and the total. The next sheet compared the catalogs of competitive houses, in order to impress upon the salesmen the importance of their own.

Sundries are an important line with druggists, because they make a larger profit from them than from the sale of regular drug items. Among the new sundries added by the San Antonio Drug Company for 1923 was a line of rubber goods. The line scarcely got under way last year, therefore there was no practical basis upon which the quotas for the salesmen could be set for 1924.

"But," declared Mr. Wakefield, "we figured that we should double our sales in rubber goods during the present year. So instead of assigning quotas to individual salesmen, we constructed a 'quota clock' on our chart of rubber goods and let each man set his own quota." The "clock" consisted of a circle similar to the face of a watch, but with figures in place of the hours on the

watch. A single revolving "hand" was moved by each salesman to whatever figure he believed he could make during the year. One man set for himself an amount equal to a third of the entire quota, and there is every reason to believe that he will make good. The total set by the men exceeded by far the amount decided upon as a fair increase.

Another lively feature of the convention was the introduction of a new line of bathing suits with the aid of several live models to display the principal styles. The company wanted to secure the salesmen's interest to such a degree that they would become enthusiastic enough about the new line to get behind it and push it. Simple stage effects were used, and the models themselves presented the selling points of each particular garment as it was displayed. This "something different" appeal soon aroused a high degree of interest, and the company has reported since that sales on the series of bathing suits introduced at this time and in this fashion have been unusually high.

#### **Introducing a New Line**

Similar charts were devised for illustrating important points through the entire organization. "No subject came up that we could not better explain by a simple chart than by the most exhaustive talk," declared Mr. Wakefield.

"As a result of the use of these charts the convention closed with a manifestation of enthusiasm that will last long after the salesmen are out on the road. The positions in which they saw their names on those sheets of comparative sales will remain in their minds for a long time," he concluded.

The plan proved not only a decidedly "different" way of holding a sales convention but a much more profitable one; and the San Antonio Drug Company feels that it has hit upon an idea that holds great possibilities for the organization.

Sales managers who are planning summer conventions of salesmen can easily adapt a method such as that used by the San Antonio Drug Company to almost any line of business. The effectiveness of the idea of using a series of charts lies in the fact that the sales manager can present facts pictorially and audibly at the same time.



# What Is a Fair Average Salary for An Advertising Manager?

## *Mr. Thomson Takes Exception to Our Average Figure*

*A Letter to the Editor of "Sales Management" from P. L. Thomson, President, Association of National Advertisers; Advertising Manager, Western Electric Co.*

MY attention has been called to a single sheet of printed matter bearing the name of your publication, dated February, 1924, which, I understand, is a part of your selling ammunition for your magazine. This sheet contains an editorial, "Where are the advertising managers of yesterday?" purporting to prove that the advertising manager of yesterday has somehow or other disappeared, and his functions are being divided today between the advertising agency in the first place, a sort of advertising clerk with an average salary of \$4,526 in the second place, and the sales manager, general manager, or president in the third place.

### **The Devil Cites Scripture**

Even though I disagree with your premises, and likewise with your conclusion, I should probably not be replying to the editorial were it not for the fact that you have quoted me, as president of the Association of National Advertisers, in an effort to prove your point. As you well know, a quotation of one paragraph out of a three-page address, entirely apart from its setting, is quite unfair, as you are running the risk of misinterpreting the speaker. This is exactly what you have done in quoting me.

It was Shakespeare, wasn't it, who said, "The devil can cite Scripture for his own purpose."

I take issue with you both as to the correctness of your facts and the soundness of your logic. Your editorial begins, "Ten years ago talk of advertising managers who received upwards of \$15,000 a year was common." Talk—that's just what it was—loose talk without any foundation of fact—just the sort of loose talk that your organization ought to be discouraging instead of giving currency to.

I myself was an advertising manager ten years ago and had a fairly

wide acquaintance among advertising managers of the larger companies. I challenge you to give me the names, not of fifty but of five, advertising managers ten years ago

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### **The Editorial that A.N.A. objects to**

Ten years ago talk of advertising managers who received upwards of \$15,000 a year was common. The average salary of fifty advertising managers for 1923, taken from questionnaires returned to the Dartnell editorial offices in connection with an investigation being made of sales salaries, is \$4,526. Nothing could emphasize more surely the revolution which has taken place in advertising practice during the past decade. The fact is that the advertiser is looking more and more to his advertising agency for his advertising plans and the technical execution of them. An advertising agency, by virtue of its specialized organization, can usually do the work better and less expensively. The new order of advertising manager is the sales manager's right-hand man. He must be thoroughly familiar with sales problems, because it is his job to "merchandise" the advertising to the sales force and dealer organization. In the words of P. L. Thomson, president of the Association of National Advertisers and advertising director of the Western Electric Company, "Advertising, after all, is but one item in distribution. It is, so far as the advertiser is concerned, a means, not an end. To him it is one method of selling, of merchandising, and he must constantly keep an open mind to its failures as well as its successes. He must watch it along with all the other means he employs to dispose of his goods and to lessen his cost of selling. . . . The Association of National Advertisers is something more than its name implies, for its members are not merely advertising men. They might be described as sales managers who sell through advertising but not through advertising alone." So we answer our question, "Where are the advertising managers of yesterday?" by pointing to the sales managers of today!

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who received "upwards of \$15,000 a year."

So you see I find myself quite unable to agree with your conclusions that there has been a revolu-

tion taking place in advertising practice, which has made the advertising manager's job a smaller one, and the functions of the advertising agency more important. But there has been a change, and as I pointed out in the address from which you have quoted, it is a broader conception of the function of advertising and its place in every business.

The advertising manager of ten years ago was concerned largely with the technique of preparing advertising copy. The programs of the Association of National Advertisers of a decade ago dwelt largely with the considerations then uppermost in the advertising managers' minds—problems of the mechanics of advertising, copy and illustration, detailed analyses of circulation, improvements in the printing and engraving arts, and other questions of that nature which today have solved themselves either through progress which has been made in these arts or through such organizations as the Audit Bureau of Circulations.

### **The New Advertising Man**

The advertising manager, as I know him, has grown into the larger conception of advertising as a factor in distribution, and, taking the 300 members of our Association as a typical group—a very much more typical group than those who answered your questionnaire—I submit to you, that they function in their respective organizations in a very much broader way, with a very much broader viewpoint, with a larger voice in moulding their company's policies and incidentally with a very much higher salary range than did the men occupying the corresponding positions a decade ago. To the agency has been delegated a larger share of the work of preparing copy, analyzing circulation lists, and carrying out the mechanical end of the job which ten years ago took



so much of the personal time of the advertising manager.

And so I repeat the assertion, which I made at our convention, that the advertising manager has come into a broader vision of his responsibilities, and of the responsibilities of advertising as a factor in better selling, more efficient merchandising, and cheaper distribution. And this is a larger responsibility in the management of business than the functions performed by the advertising manager of a decade ago. Then the common measure of an advertising manager's ability was the size of the appropriation he could get out of the management. Now he is a part of that management, and among advertis-

ing managers and in the advertising press there is much less loose talk about how much money is being spent, and more concern for the proper coordination of what is invested for white space and what goes into salesmen's salaries and dealer cooperation.

While this evolution has been going on, it is quite true that many advertising managers have come to be general sales managers or vice-presidents or presidents of their companies. You assume that that constitutes a reflection upon the advertising manager of today. Quite the contrary, because this broad function of education and mass selling and the proper coordination with other means of distribution to

the end that the advertising dollar may go further and the product be delivered to the consumer at the lowest possible price—this function must be performed in every business organization.

It is my conviction that this function is being performed in 1924 by advertising managers to a greater degree than it was in 1914; and your magazine and your service errs in no uncertain fashion when you urge upon executives that their advertising job can well be divided between the sales manager of the business and the advertising agency, with the advertising manager of yesterday out of the picture and a \$4,000 man carrying his title or his function, or both.

## The Worth of an Advertising Manager Depends on Himself

### *A Reply to Mr. Thomson's Letter*

MR. THOMSON'S letter, printed above, is a very able presentation of the case for the present-day advertising manager, and as such we are glad to publish it. If our editorial has given any of our readers the impression that the advertising manager has degenerated into a sort of advertising clerk, we wish to correct that impression, because such is not the case.

When this magazine was founded in 1918, there was a great conflict of opinion as to how the matter of sales and advertising should be organized. There were many who held that the sales and advertising manager should be on an equal plane, working together under the general manager. The advocates of this plan held that the sales manager, not being an advertising man, should have no authority over advertising expenditures, in the selection of the advertising agency, or in the selection of media. The majority of concerns were organized on that plan. Only a few held to the opinion that advertising was a selling function and should therefore be correlated with selling effort, under one man control.

The failure of several advertising

campaigns, involving hundreds of thousands of dollars, resulted from this division of responsibility. One campaign in particular failed simply because the salesmen looked upon the advertising as something in competition with them. If advertising was to continue its usefulness it had to be sold to the salesmen, and it had to be used, not as something apart, but as a part of the whole general sales plan. Conflict of authority, and decentralization of control, worked against this. So in the issue of January, 1920, we set down ten things which it was our aim to bring about. One of these things was the centralization of all sales and advertising efforts under one-man control. We did not say that this one man had to be a sales manager. He could just as well be the advertising manager, if he had the qualifications to handle the job. There are advertising managers, men like O. C. Harn of the National Lead Company, who are handling sales as well as advertising and doing it mighty well.

When this editorial policy was announced, it drew a storm of protest from advertising managers all over the country. Some of these let-

ters were printed in "Sales Management" at the time. Advertising managers jumped to the conclusion that we were "after their scalps" and properly resented it. The business of deciding what to do with The Dartnell Corporation became a popular indoor sport when the directors of the A. N. A. convened. And this letter of Mr. Thomson's is, no doubt, a reflection of that feeling.

In this letter Mr. Thomson assumes that our editorial is an attempt to discredit the advertising manager and his work. It is no such thing. The editorial asks a question: "Where Are the Advertising Managers of Yesterday?" It answers the question by pointing to the sales managers of today. Mr. Thomson thinks that is treason, and orders us shot.

Mr. Thomson states that he wishes to take issue with the correctness of our facts. He challenges us to give him the names of five advertising managers who ten years ago received upwards of \$15,000 a year. Our editorial stated that "talk of advertising managers who received upwards of \$15,000 a year was common." It did not say there were any such men. The men we

# Salaries Paid to Fifty Advertising Managers

Out of one hundred and sixty concerns reporting in the Dartnell investigation of salaries paid to key executives, fifty employ advertising managers whose salaries are listed below in order of volume of sales

Sales Volume	Sales Mgr.'s Salary	Adv. Mgr.'s Salary	Advertising Appropriation	Adv. Mgr. Reports to
\$ 150,000....	% on Sales...	\$ 3,000....	\$ 600....	President
250,000....	\$ 8,800....	4,680....	25,000....	
600,000....	4,000....	3,750....	Small....	Sales Mgr.
660,000....	4,420....	2,800....	50,000....	President
750,000....	5,000....	5,200....	15,000....	President
1,000,000....	5,000....	3,000....	30,000....	Gen. Mgr.
1,000,000....	6,400....	6,600....	35,000....	President
1,000,000....	5,000....	2,400....	25,000....	Sales Mgr.
1,000,000....	8,000....	7,400....	90,000....	
1,120,000....	10,000....	7,000....	141,000....	Sales Mgr.
1,200,000....	7,500....	3,600....	40,000....	Sales Mgr.
1,250,000....	2,400....	5,000....	20,000....	President
1,400,000....	6,000....	2,400....	2,500....	President
1,500,000....	4,800....	4,800....	3,600....	President
1,500,000....	12,000....	4,500....	42,000....	
2,000,000....	7,500....	2,400....	40,000....	Sales Mgr.
2,000,000....	7,000....	4,000....	50,000....	
2,000,000....	6,000*....	4,000....	50,000....	Sales Mgr.
3,000,000....	5,900....	3,900....	25,000....	Sales Mgr.
3,000,000....	7,500....	4,500....	100,000....	Gen. Mgr.
3,000,000....	15,000....	3,500....	50,000....	Sales Mgr.
3,000,000....	7,500....	4,000....	50,000....	Gen. Mgr.
3,000,000....	12,000....	8,000....	25,000....	Sales Mgr.
4,150,786....	20,000....	5,500....	87,000....	Sales Mgr.
4,500,000....	8,000....	4,000....	60,000....	Vice Pres.
5,000,000....	7,200....	4,000....	60,000....	Sales Mgr.
6,000,000....	30,000....	6,000....	230,000....	Sales Mgr.
8,500,000....	6,000(3)....	7,000....	450,000....	President

Sales Volume	Sales Mgr.'s Salary	Adv. Mgr.'s Salary	Advertising Appropriation	Adv. Mgr. Reports to
\$11,000,000....	\$ 8,200....	\$13,000....	\$500,000....	Gen. Mgr.
15,000,000....	7,500....	2,400....	75,000....	President
15,000,000....	10,000....	4,800....	600,000....	Sales Mgr.
35,000,000....	22,500....	7,500....		

## Sales and Advertising Managers Combined

Sales	Sales and Adv. Mgr.'s Salary	Advertising Appropriation	Reports to
\$ 300,000....	\$ 3,750....	\$ 4,000....	President
300,000....	5,200....	2,000....	President
300,000....	3,000....	12,000....	
400,000....	4,600....	800....	
400,000....	3,120....	3,500....	President
500,000....	4,000*....	18,000....	President
600,000....	6,000*....	20,000....	
750,000....	7,000....	15,000....	President
750,000....	9,000....	7,500....	Gen. Mgr.
800,000....	5,000*....	25,000....	President
1,200,000....	10,000....	18,000....	President
1,200,000....	4,150....	60,000....	President
1,500,000....	6,000....	17,000....	President
2,000,000....	3,300*....	12,500....	President
2,100,000....	9,750....	27,500....	President
2,700,000....	12,000....	125,000....	President
7,500,000....	10,000....	75,000....	President
10,000,000....	14,000....	30,000....	Gen. Mgr.

\*Also Bonus.

had in mind were Dobbs of Coca-Cola; Merritt of Armour's; Hopkins of Loose-Wiles; Hawkins of N. K. Fairbanks; McCann of Standard Oil; Lewis of Burroughs; Greene of Sherwin-Williams; Lennon of Royal Tailors; Mears of Winton; Bruch of American Radiator, and others of like ability. We are not prepared to say how much these men received, or how the salaries paid them compared with the salaries now received by their successors. We simply mention them as high salaried advertising managers of yesterday who have stepped up into bigger and broader responsibilities. Is that treason, Mr. Thomson?

Mr. Thomson challenges our right to draw any sound conclusions from our investigation, claiming it is not representative. We are pleased to print the actual sales, the advertising appropriations, the advertising manager's salary and the individual to whom the advertising manager reports for the concerns on which our editorial was based. It will be noted that the lowest sales of any concern is \$150,000. Of the concerns reported in this tabulation

there are thirty-two who employ an advertising manager under that title.

Taking the sixteen lowest in volume of sales (fifty per cent as compared with Mr. Thomson's seventy per cent figure) the average of their sales is \$1,023,750 and not \$47,000 as Mr. Thomson has it figured. It will also be noted that the average earnings (salary plus bonus) of the advertising managers in this group is \$4,832 a year, and that the average earnings of the sales managers in the same group is \$8,660. It will also be noticed that the salary of the advertising manager has but little relation to the advertising appropriation. In one instance the advertising manager receives a salary of \$13,000 as compared with a salary and bonus paid the sales manager of \$8,200 but this is an exception. In one other case the advertising manager is paid \$7,000 against \$6,000 paid to each of three sales managers.

Our editorial stated that the new order of advertising manager was the sales manager's right-hand man. Mr. Thomson construes this as a slur. It is no such thing. It is a

compliment to the advertising manager. In the Dartnell investigation of sales, salaries and duties, only fifty out of one hundred and sixty concerns reported as employing advertising managers. In eighteen of these cases the duties of the advertising manager and the sales manager were combined. In thirteen cases the advertising manager reported to the sales manager. In nine cases he reported to the president. In four cases he reported to the general manager. In one case he reported to the vice-president. This was not the case ten years ago, when the advertising manager who reported to a sales manager was an exception.

Finally Mr. Thomson takes exception to our statement that the advertiser is looking more and more to the advertising agency for his advertising plans and the execution of them. Mr. Thomson naturally is not willing to concede this. He makes it plain that he considers this statement an attempt to curry favor with the advertising agents for the purpose of selling them advertising. This thought was given to us in an editorial which appeared in "Auto-



motive Industries," issue of November 22, 1923. In commenting upon a meeting of advertising managers belonging to the National Automobile Chamber of Commerce, held at Cleveland, this publication stated: "But the average automotive advertising manager of today has many things to do besides write copy and buy space. In fact, most of that work is being done by agencies. Usually he (the advertising manager) is the sales manager's right hand man." Surely Mr. Thomson would not accuse a class journal paper of currying favor with agents.

Mr. Thomson thinks that an analysis of salaries paid to the advertising managers of members of the National Association of Advertisers would be much more typical than those who answered our questionnaire. Since one of the requirements to membership in the A. N.

A. is that the concern must spend a certain amount for advertising (as I recall it the amount is \$50,000), it is difficult to see where the A. N. A. figures would be "more typical."

However, we have written Mr. Thomson that "Sales Management" will gladly pay the postage and expense of a mailing to the president of every concern, who is a member of his association, for the purpose of making a poll of salaries. This information would be similar to that secured from Dartnell subscribers, and the questionnaires could be sent in "blind" and later analyzed according to lines of business. We hope the directors of the A. N. A. will do this.

We thoroughly concur with Mr. Thomson's views that the advertising manager of today is taking on a larger vision of his responsibilities, and it is very gratifying to note that

at the conventions of the Association of National Advertisers the program is no longer composed of penny-ante talks on advertising technique, but talks on fundamental selling problems. The more of this the better. The advertising managers of today have a greater opportunity than any preceding crop of advertising managers ever had, because business is calling for analytical sales direction. It is getting away from the practice of putting the best salesman in charge of the sales department, but looks for a man with a sales engineering mind. This type of mind is essentially the advertising man's mind. And when you take an advertising manager who, in addition to being a sound thinking advertising man, has the ability to handle men and sell, you have a sales manager that cannot be beaten.

## When You Ask the Salesman to Pay Back Unearned Drawing Accounts

**D**RAWING accounts or advances against anticipated commission earnings cannot be collected from salesmen in case the commissions earned fail to equal the amount of the advances or drawing accounts, unless there is a stipulated agreement which specifies that the advances or drawing account is made in the nature of a loan and is to be repaid regardless of whether sufficient commissions are earned.

This point has been tried in a number of cases and so far as our records go the salesman invariably is sustained in cases where he refuses to repay unearned portions of drawing accounts or advances.

In the case of an insurance company which tried to recover \$1,200 which was advanced to an agent the court held that the word "advance" did not necessarily imply a loan; and that in the absence of any express agreement in the contract on the part of the agent to pay back the money, or of words showing that he assumed a personal liability for the money, the sum could not be considered as a loan, but simply so much of the funds of the principal placed in the agent's hands to be used in the business and for which

the agent could be required to account.

In another case a company agreed to advance a salesman \$350 a month and all necessary expenses, which were to be "charged to his commission account." Later the contract was terminated, and the employer refused to pay the last month's allowance. In a suit brought by the salesman involving the amount of commissions due him it was brought out that the employer was not entitled to enter a counter claim for the difference between the amount actually advanced and the commissions actually earned, although the advances were greater than the commission actually earned.

The court held that if the salesman's commissions did not exceed the amount of the advance payments while the contract was in force, the employer was not entitled to recover the difference from the salesman.

Stripped of legal phraseology and boiled down to everyday English it would seem that the average court holds that repayments of "advances of commissions" are limited to the one source—commissions—and if this source fails, there can be no

other method of collecting the advance payment.

Where protection against loss through advances is desired the contract should contain a clause similar to the following:

"All sums advanced to the salesman are to be regarded as loans, and the salesman hereby agrees to be personally responsible and upon demand of the employer at any time (or at the termination of the employment) to repay to the employer the amount by which the sums advanced may be in excess of commissions actually earned."

Some sales managers have found this clause a help in obtaining greater production from men who might be inclined not to worry about the amount of their overdraft were it not for the fact they were aware of their responsibility for all money advanced, and while it is not always worth while to bring suit to recover the money, it nevertheless puts a different construction on the question of whether or not the advances should be repaid, and removes all questions and doubts as to where the responsibility lies.

(Digested from *Business Law Journal*)



# Prizes are awarded

## Winners of the prizes offered by the J. Walter Thompson Company are announced

THREE methods of estimating purchasing power are brought out in the prize winning essays.

The first develops a new way of measuring the purchasing power of industrial incomes, the second makes a valuable contribution to the study of household expenditures, while the third indicates a method by which the relation between applicants for employment and actual employment available in public employment bureaus may be used to measure purchasing power at any given time.

### 1st Prize \$1500

**Professor WM. A. BERRIDGE**  
Brown University, assisted by the staff  
of the "Brown Bureau of Business  
Research."

Professor Berridge's essay is entitled "An Index of the Incomes of Factory Workers." This study points out a new way of measuring the purchasing power of industrial incomes. It provides a method more direct than any now available.

### 2nd Prize \$800

**EMMA A. WINSLOW, Ph.D.**  
West View Park, Riverside, Conn.

Dr. Winslow's essay, "Contributions from Budget Studies to the Construction of a Statistical Index of the Purchasing Power of Consumers in the United States," makes a detailed study of family budgets. It presents a method for using records of expenditures in estimating the purchasing power of family units.

### 3rd Prize \$500

**MR. RICHARD A. FLINN**  
Chief, Division of Employment, New  
York State Department of Labor, 124  
East 28th Street, New York City.

Mr. Flinn's essay shows a method by which the ratio between applicants for employment in public

employment bureaus and actual employment available, may be used to serve as a comparatively simple indication of variations in purchasing power.

The Board of Judges in charge of the contest were:

PROF. R. E. CHADDOCK, Chairman, Columbia University;

MR. HENRY S. DENNISON, President, Dennison Manufacturing Co., Framingham, Mass.;

MR. A. LINCOLN FILENE, Treasurer, Wm. Filene's Sons Company, Boston;

MR. STANLEY RESOR, President, J. Walter Thompson Company;

PROF. ALLYN A. YOUNG, Harvard University.

The J. Walter Thompson Co. believes that these essays have made a real advance towards arriving at an index of purchasing power. Index numbers are already available covering the production of goods; these essays will help in creating a similar guide to the conditions surrounding the consumption of goods.

Comparative summaries of all three essays will appear in a future issue of the J. Walter Thompson Company's News Bulletin. We shall be glad to send copies to anyone who will write for them. As a guide in placing our print order, may we ask that applications be sent to reach us by March 15, 1924.

## J. WALTER THOMPSON COMPANY *Advertising*

NEW YORK

CHICAGO  
SAN FRANCISCO

BOSTON  
LONDON

CINCINNATI



*"Makers of  
Fine Candies since the  
Days of Lincoln"*



IT was back in 1861, in the city of Boston, that the first Schrafft candies were made. An old-fashioned ideal of quality watched over all the Schrafft confections, and the public grew to appreciate this fact more and more as the years and the decades went by.

On this bed-rock of quality the fame of Schrafft was grounded, but with the march of time came recognition of changes in taste and buying habits — new ideas in merchandising, in assortments and in packages. The Schrafft influence grew apace.

Advertising prepared by The McCann Company is enhancing Schrafft influence and increasing the public's appreciation of Schrafft quality.

**THE H. K. McCANN COMPANY**  
*Advertising*

NEW YORK CLEVELAND DENVER SAN FRANCISCO  
LOS ANGELES TORONTO MONTREAL



"Cheltenham Bold" may be in this crowd—can you pick him out?

## Some Light on the Hazy Subject of "Thin" Circulation

*By Cheltenham Bold*

**N**OT long since I ran into a friend of mine who is advertising manager for a large engineering specialty house. He was about as cheerful as a cat who has been in contact with the business end of a garden hose. The company, it appeared, had just recently acquired a new auditor, who was a sworn enemy of waste in all its forms. Among other things, he had figured out that not more than twenty per cent of the readers of publications carrying the company's advertising were immediate and actual prospects for the goods, hence that the company was paying for "waste circulation" in the ratio of four to one. He had busted into a meeting of the Board of Directors with the figures neatly arranged on a clean sheet of paper, and the result was a decision to abandon publication advertising entirely in favor of direct-by-mail. The order came from headquarters, and had to be obeyed. Neither the advertising manager nor sales manager were members of the Board, and had had no opportunity to protest.

"The worst of it is," said the advertising manager, "that the figure of twenty per cent is just about right. But the other eighty per cent are coming into the market all the time. They don't need our goods today, but some of them are going to want them tomorrow and the day

after tomorrow, and we don't know who they are unless they tell us. Is it waste to get an impression of the company and its line into a man's mind a little in advance of the day he wants to place an order that may run to several thousand dollars? And where will we be in five years' time if we confine our advertising wholly to immediate prospects? They make me sick!"

Perhaps my friend was guilty of a certain lack of respect for his seniors, but he was up against a proposition that has troubled a good many advertisers before now, and doubtless will again. "Waste circulation" is a problem that is always with us. Not even our genial friend, Mr. William Wrigley, can succeed in buying circulation that reaches an absolute hundred per cent of actual, immediate prospects for his product. Some readers don't care for chewing gum, and others object to it; while a certain proportion of the reading public is blessed with false teeth. I fancy, however, that Mr. Wrigley reaches about as near 100 per cent actual prospects as anybody can, and from that point the ratio varies all the way down to such articles as Steinway pianos, for example, which very few people can afford to buy immediately, no matter how much they may want them. If Steinway reaches as high as five per cent actual prospects, I should

be very much surprised. Yet the advertising is profitable, and has been proved so over a term of many years. Tiffany & Company is recognized as one of the most successful advertisers in the country, yet the proportion of "waste circulation" this company buys is obvious enough to anybody. I have heard of one instance where a campaign was run for some time in several New York newspapers for the purpose of influencing exactly one prospect, and the money was well spent. One man's meat is another man's poison. It all depends upon the particular relationships in the given case, and there is no general rule except that of reason and common sense.

It is of immeasurable value to the maker of Steinway pianos to have his product recognized as the very finest thing of its kind, on the widest possible scale. Though Tiffany & Company operate a single retail store in a single city, they can profitably employ space in widely circulated magazines to maintain their prestige in the public mind. The Timken Companies, manufacturing axles and bearings for automobiles, have only a few hundred actual prospects, yet the cornerstone of the business, practically speaking, is the prestige built up through persistent advertising in consumer mediums. The problem of waste



circulation, as it is sometimes called, is not one that responds to mathematics, simply because you are dealing with variable, human relationships which never have been and never can be reduced to formulae.

The nearest you can come to a general rule on the subject is this, in my opinion: that circulation is valuable when it helps to increase the salability of the product, and is wasted when it doesn't. For every product there is a primary market, consisting of those who are actual and immediate prospective buyers, and a secondary market including those who are likely to become prospects, as well as others whose favorable opinion can influence the salability of the product. The question of waste circulation depends upon the extent of this secondary market, and the problem is to pick circulation which most nearly coincides with it. The radius within which advertising can be effective differs with different products, and each advertiser must decide this question for himself.

#### **The Big Secondary Market**

The great difficulty is that many business men do not appreciate the importance of this secondary market, and do not visualize the extent of it. They are inclined to value advertising wholly in terms of sales, while the true measure of its value is salability, which is a different thing. As I think I have said before, advertising very seldom sells any goods, except in the case of direct mail-order work. What it does do is to increase the salability of goods which are favorably known to the market—a much more valuable thing, when you come to think of it, because it becomes a permanent asset of the business in the form of good-will. To count that circulation as "wasted" that does not forthwith and immediately translate itself into sales is oftentimes to grasp the shadow in place of the substance.

What it means when a product has acquired this quality of salability may be illustrated from the simple fact that there are more than two million marriages in the United States every year. Here we have upwards of four million people a year who suddenly, and without notice of the fact, change their market status. In the vast majority of cases they have probably never

bought any furniture in their lives; as immediate prospects for canned goods, packaged food products, or kitchen utensils they have never existed; their demand for paint and varnish, household labor-saving appliances, table linens, silverware, etc., has been infinitesimal. Yet suddenly they become a part of the primary market for all of those things, and many more. They have served no notice of their intentions on anybody, yet there they are. Who gets the business? Who has any reasonable chance of getting it? Clearly and obviously enough, I think, the great bulk of it will go to those concerns that have made their products favorably known through advertising to the secondary market: through the medium of what our friend the auditor would dignify with the title of "waste circulation."

#### **A Market Is Constantly Changing**

The point is that a market, whether it be as wide as the market for chewing gum, or as narrow as the market for air compressors, is not static, but dynamic: not a fixed constant, but a changing organism. It is not a group of fixed and isolated units, that can be visualized in terms of a card catalogue, all nicely separated by guide cards and indexes. It is composed of people, not things; of minds, not office buildings, or apartment houses, or factories. These minds not only have desires and purposes of their own, but they are constantly acting and reacting one upon another, and desires are continually changing. It is easy enough to classify an individual by filing a pink ticket in the proper compartment, but by the time your back is turned it may represent ancient history.

Again, business men sometimes do not realize the effect of ordinary business and social relationships upon the salability of their products. The prospect whose plant is located in Kansas City may be visualized at his desk, studying the relative merits of certain equipment. As a matter of fact, he may be at the moment discussing business conditions over the lunch table with a group of competitors in New York, or attending a directors' meeting in Minneapolis. His mind may be ten thousand miles away from the subject of the booklet the postman has just delivered at his office, but at

any moment a chance remark may bring it up with incredible swiftness, and some casual expression of opinion by a "non-prospect" may plant the seed of confidence or suspicion. "By the way," says the prospect, "We're thinking of some changes. What do you know about So-and-So?" If the answer is "Never heard of them," can the booklet make the grade when it finally comes to his attention? Perhaps. And then again, perhaps not.

#### **The Real Measure of Value**

It is necessary to remember that sales are always made in somebody's mind, and it is not possible to make a sale anywhere else. Whether you attempt to promote your business through salesmen who meet the prospect face-to-face, or through advertising which greets him at long range, it is his mind you are interested in, chiefly and primarily. So the value of any circulation to the business must be measured in terms of minds, and this requires an excursion beyond the realm of statistics. The main question is not as to the percentage of brick warehouses, or houses wired for electricity, or what not; but as to whether the results obtained will be worth the expenditure. I frankly confess that I have no formula for that. Can you afford to spend one per cent, or two per cent, say, of your gross sales for the purpose of establishing the reputation of your product with the general public, or in a certain restricted market? That, to my mind, is the main question, and none of the circulation is "wasted" that contributes, directly or indirectly, to that end.

Salesmen formed the biggest class of customers in February sales of Paige and Jewet motor cars, according to a recent statement sent out by the Paige-Detroit Motor Car Company. Eleven per cent of the total cars sold were bought by salesmen. The second highest group in the classification according to occupation, was that including foremen, machinists, mill workers, miners, etc., totaling 10.5 per cent. Executives and manufacturers, merchants, real estate and insurance, and building trades each formed about six per cent; women, 5.4 per cent. The next three classes were farmers, physicians and clerks.

# Publishers' Appraisal—

*The publishers of great publications are unusually competent to judge the value of other advertising mediums.*

Of the 32 publications which advertised in Milwaukee newspapers during 1923—the following 16 advertised *exclusively* in The Milwaukee Journal—

American Magazine	Saturday Evening Post
American Boy	Woman's Home Companion
Book of Knowledge	Vogue
Collier's Weekly	Iowa Homestead
Country Gentleman	Trade Dealer
Encyclopedia Britannica	Wisconsin Farmer
Motion Picture Magazine	Wisconsin Agriculturist
Pictorial Review	People's Popular Monthly

—and the following 9 publications used more space in The Journal than in *both* other Milwaukee papers *combined*—

Chicago Tribune	Literary Digest
Cosmopolitan	McCall's Magazine
Good Housekeeping	Red Book
Hearst's International	True Story
Ladies' Home Journal	

*The Journal printed 179,190 lines of publishers' advertising in 1923—more than TWICE as much as BOTH other Milwaukee papers combined.*

**The Milwaukee  
JOURNAL  
FIRST—by Merit**

In the year ending December 31, 1923, New York Interborough Subway & Elevated Lines carried passengers equivalent to approximately 10 times the population of the entire United States. This constitutes the biggest circulation of any single medium on the face of the earth.



# **INTERBOROUGH**

Exclusively Subway and Elevated

# **ADVERTISING**

*Controlled*  
*by* **ARTEMAS WARD, Inc.** 50 Union Square  
New York City.



# Why We Side-Track Precedent In Our Spring Sales Program

By J. B. Wright

Director of Sales, Earl & Wilson, Troy, New York

*In reading this article we suggest your forgetting that it is about collars—then you will see that the problems Mr. Wright describes are surprisingly like some of your problems. Before being appointed director of sales at the home office, Mr. Wright was Chicago sales manager of his company. Readers of SALES MANAGEMENT will remember the several excellent articles he formerly contributed. Anything he says is based on a close contact with field conditions and a long experience in formulating and carrying out marketing policies.*

SEVERAL months ago we made a thorough investigation of the semi-soft collar business. We learned that the average store had a great many more styles than were actually needed for the volume of business being done.

We learned that no attempt was being made to standardize or simplify semi-soft collar stocks, and we also learned that manufacturers generally were bringing out a great many new styles from time to time, many of which were practically the same as dealers already had with minor changes in shape which did not in many instances greatly improve the appearance of the collar.

We approached this entire problem with our minds made up to solve several very definite problems:

1. A standardized, simplified method of selling semi-soft collars.
2. A plan to enable the dealer to sell larger units.
3. A plan to assist dealer in turning over his stock at a faster rate.
4. A plan to enable dealer to keep his investment at a minimum.
5. A plan to place E. & W. semi-soft collars before the consuming public in an entirely different way from any that had ever been used in the collar business.

Our first step was to select the very best styles of semi-soft collars of the three for \$1.00 quality from which the average dealer can do from seventy-five to eighty per cent of his total semi-soft collar business.

We selected the three for \$1.00 semi-soft collars because of the peculiar opportunity of packing E. & W. semi-soft collars in a new manner. That is, instead of packing them in tissue envelopes, one collar

distinctive features of E. & W. collars and the reasons why we were able to guarantee them without qualification to give the wearer entire satisfaction.

Our next move was to develop a cabinet not too large and not too small, but large enough to contain a complete range of sizes in packets from fourteen to sixteen and a half of the four styles selected, and then to place on top of this cabinet a glass show case with a bent glass front in which the various styles could be displayed. We designed the front of the cabinet in such manner that it would be a constant advertisement for collars and at the same



This cabinet is backbone of plan for selling collars three at a time

time really act in the same capacity as display matter would.

to the envelope, we decided to use a new type of container to hold three collars, the plan being to sell collars in units of three for \$1.00 rather than thirty-five cents each.

The new package is a "packet" ten inches long, two and three-quarter inches wide and one-half inch deep, and four of these packets, which contain one dozen collars, take up approximately one-half as much room as a box containing one dozen collars, each packed singly in a tissue envelope. The packet being telescopic in form makes it a simple matter to show the collars to the consumer without "mussing."

In order to sell the cautious consumer, we arranged a guarantee to be placed on the outside of the packet and also arranged to enclose a detailed guarantee to cover the

time really act in the same capacity as display matter would.

The cabinet completely packed contains thirty-two dozen collars, or a total of eight dozen of each style. The cabinet and the glass show case are distributed with no extra charge to the dealer with his opening order of thirty-two dozen collars.

The contents of the cabinet are what we term "a balanced scale"—in other words, we have selected a scale of eight dozen of each style according to the rate that these collars generally sell, that is to say, on a size like fourteen and a half there are several packets of each style, whereas on other sizes there may be only one or two according to the sales rate.

The whole idea has been built up on the foundation of keeping the

dealer's stock as light as possible—on giving him a constantly recurring profit and on giving him a complete assortment of the very best selling styles with a very small investment.

This entire plan can be put in by the average dealer at a cost of less than \$100. It gives him a complete assortment of the four best selling styles of thirty-five cent semi-soft collars. It gives him an article absolutely guaranteed by the manufacturer and an article that carries with each sale a written guarantee over the manufacturer's signature. It gives him an opportunity to increase his unit sale and to sell three for \$1.00 rather than to sell collars for thirty-five cents each.

The dealer's salesman can show all four styles without taking a lot of unnecessary steps, for in the cabinet which is approximately twenty-five inches wide, ten and a half inches high and about ten inches deep, there is a complete range of sizes of the four best selling styles of semi-soft collars of the three for \$1.00 grade.

It is estimated the average store can turn its stock on this plan from five to six times yearly. It is also the opinion of many dealers that this plan will enable them to slowly but surely eliminate a lot of slow-selling styles from their present stocks so they will be able finally to concentrate the bulk of three for \$1.00 semi-soft collar business on the four E. & W. packet styles.

#### **How E. & W. Handle Odd Sizes**

We purposely eliminated the very small and very large sizes from the cabinet although they are manufactured. We take care of orders for these sizes in one-half dozen lots—another plan to keep dealer's stock to a very low figure—as we find it is the custom of practically all other manufacturers to box all sizes of this quality of collar one dozen to the box, although the sales rate on the small and large sizes is not nearly so great as the medium sizes.

We have already delivered the E. & W. collar packet with special birch mahogany cabinet to a great many dealers and the results to date have been very unusual. Dealers found that very few single sales are made and that practically every consumer is satisfied to take three collars when the new packet is shown

to him. They also advise that having this cabinet upon the counter is a constant reminder to the consumer to buy collars. It is also a constant reminder to the dealer's salesman to suggest collars.

The guarantee feature eliminates any possibility of caution on the part of the consumer who is not thoroughly acquainted with E. & W. collars. Since the collars are unqualifiedly guaranteed, there is no hesitancy on the part of the consumer to accept them.

Summed up, the E. & W. collar packet cabinet plan accomplishes several things:

1. Big sales with a concentrated stock.
2. Keeps only active styles in the cabinet.
3. Bases everything on turnover and not left-over.
4. Supplies a brand new idea and creates a new interest in collars on the part of the dealer's salesman and also on the part of the consumer.

#### **Packets Are Convenient**

Traveling men in particular show keen interest in this plan. In a large retail store situated in a railroad terminal they report very favorable comment from traveling men who are glad to purchase this convenient packet as it is a better way for them to carry collars in their grips and prevents soiling and musing which is very common when soft collars are carried in some other way.

We have never had a merchandising plan that has so stimulated our sales organization as the E. & W. collar cabinet packet and we find that practically all of our salesmen are able to get satisfactory results with this new merchandising plan.

When our salesmen first started out they were supplied with an attractive portfolio explaining the entire plan from start to finish. These portfolios contained a personal letter from the house to the trade, a complete analysis of the semi-soft collar business and the volume that is done, by style, illustrations of the new collar packet with copy of the new E. & W. guarantee, and a large photographic reproduction of the display cabinet with the glass case on top. We also included in the portfolio copies of advertising that will appear throughout the United

States as well as a list of the larger operators in New York and Chicago who purchased the E. & W. collar cabinet packet plan on first showing last November when we had our first test sales drive. In this test drive seven out of every ten concerns called upon were sold and the list of concerns called upon comprised about fifty per cent regular accounts and fifty per cent prospective accounts who were not carrying this particular grade of E. & W. semi-soft collar.

We found that the plan sold as readily to prospects as to our regular customers who are already familiar with our merchandise.

#### **How Advertising Is Tied Up**

We will run two general types of advertisements, one which shows an illustration of the package itself, and the other which makes a strong play on the E. & W. collar packet—that it is convenient, a better way of buying collars, all guaranteed, at three for \$1.00, etc. Larger space will be approximately 450 lines in size and the smaller advertisements approximately fifty lines in size. These will appear in the principal cities of the United States and later on there will be other advertising plans announced.

A great advantage to the dealer in the plan is that he can take stock very quickly.

Many dealers are ordering more than one cabinet for they have concluded that the selling of collars with this new plan becomes more or less automatic and that it will require very little experience for a sale to be made. One large department store in the middle west purchased six cabinets on first showing, two of which will be used in the collar department, one in the shirt department, one in the underwear department and the others in two departments they had not decided upon at the time order was placed. It is a fact that the average store can use more than one of these cabinets.

The entire plan is based on selling collars easier—that is, making it easier for the customer to buy E. & W. collars and making it easier for the dealer to stock them. Last, but not least, the standardization of four styles on which more than seventy-five per cent of a dealer's business can be done is a factor of no mean consequence.





## Sales Costs are Less in Indianapolis

This is an exceedingly compact market. The population of the Indianapolis Radius is 1,980,563—almost two per cent of the national population. Indianapolis is the center of an unsurpassed transportation system. Hourly interurban, bus, or steam railway transportation covers nearly every city, town or hamlet of the Indianapolis Radius. It takes fewer *man-days* to cover this territory and open up distribution or maintain it than in any comparable market.

There are few, if any, other markets in America where one newspaper and only one, is the dominant merchandising force that The News is here. Hundreds of successful national advertisers know by experience that The News *alone* can carry the load. It costs less to sell the consumer since *one* newspaper can do the job.

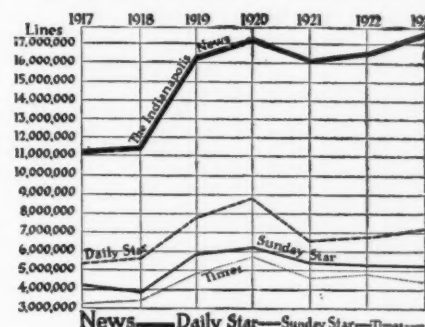
## The Indianapolis News

CHICAGO OFFICE  
J. E. Lutz  
Tower Bldg.

Frank T. Carroll  
Advertising Manager

NEW YORK OFFICE  
Dan A. Carroll  
110 E. 42nd St.

Total Advertising Lineage for Seven Years



SEND FOR 1924 INDIANAPOLIS RADIUS BOOK



# Henri, Hurst & McDonald

A D V E R T I S I N G

58 East Washington Street • Chicago



The President of a big and highly successful manufacturing concern wrote us on February 6 as follows:

"Final figures for 1923 disclose the fact that our sales increase for 1923 over 1922 was 140%. The increase in net profit, however, was over 400%.

"There is an old story in these figures that is too often overlooked. In a great many cases, I believe, manufacturers who are considering how much money they can afford to spend to secure a certain increase in their sales volume, are inclined to use in their estimate the same percentage of net profit figure on the increased volume that they made on the former volume.

"As a matter of fact, in ordinary business the percentage of increased profit climbs much more rapidly than the percentage of increased sales.

"As stated above, this is an old story, but it would be surprising to all of us if we knew how often it is overlooked."

# Early Optimistic Reports Justified by Volume of New Building

*The letter from Mr. J. P. Duffy printed below is indicative of the apprehension felt by many sales managers who fear a possible let-up in the country's gigantic building program. Should building fall off materially unemployment and perhaps a serious slump would ensue. But the careful analysis of probable building made late in 1923 by the "Building Age and The Builders' Journal" indicates that there will be no let-up in building activity, for their estimates were proved conservative by actual building in January and February which ran ahead of their predictions. Sales managers who have been inclined to go slow will find this article reassuring.*

**I**N the January issue of "Sales Management," I noticed the following statement, "One of the things that has made business good in this country, during the last two years, has been the tremendous amount of building work—construction demands that piled up during the war period. There has been so much of it that we have been prosperous despite the meagre returns received by our farmers from their crops."

Granting that this is true, what is the outlook for 1924 building construction? Will conditions be the same in the rural centers and small cities as in the large cities?

We will appreciate any definite facts, and estimates based on a thorough investigation.—Very truly yours, Eberhard Faber, by J. P. Duffy, advertising manager.

Dear Mr. Duffy:

After the unprecedented building construction in 1922 and 1923, it is not surprising that many people should think there will be a setback this year.

Last year, buildings costing \$5,500,000,000 were put up in this country and the months of January and February were particularly good.

Yet the figures for January and February, 1924, which have just been released, show an increase of fifteen per cent over last year's figures. You asked for definite facts. Nothing could be more definite than these actual figures for the first two months of the year.

Now about an estimate. A very careful survey was made the first of the year by the publication, "Building Age and the Builders' Journal." They addressed a questionnaire to all of the Chambers of Commerce throughout the United States, and

## Building Construction Required in U. S. A.

Based on Information from The Chambers of Commerce in 441 Cities and Towns

	Cities Towns and Rural Under 25,000 Population		287 Cities of Over 25,000 Population	
	Number	Value	Number	Value
Residences .....	519,110	\$2,631,617,000	150,523	\$1,034,162,000
Apartments .....	14,069	545,777,000	15,376	1,174,742,000
Schools .....	2,739	349,222,000	343	78,890,000
Hospitals .....	1,319	125,073,000	92	18,400,000
Theaters .....	1,305	76,081,000	254	36,576,000
Hotels .....	2,944	368,691,000	174	54,810,000
Store Buildings .....	11,012	191,608,000	1,310	36,025,000
Office Buildings .....	1,000	143,900,000	627	175,560,000
Factories .....	2,791	156,296,000	2,102	157,650,000
Public Bldgs., Garages, Banks, Miscellaneous	4,568	281,435,000	7,355	210,790,000
Totals .....	560,857	\$4,869,700,000	188,077	\$2,977,605,000

received replies from 441 cities and towns giving in detail their building requirements. These reports were not confined to any one state or section, and can fairly be relied upon, according to the general law of averages, as representing the general building needs of the country at the present time. While figures were not received from all of the cities of the country, the editors of the survey were able to make a reasonable estimate for the country as a whole, by determining the population of the cities for which they did have reliable estimates and assuming that the construction needed by other cities in the same class would be the same. The figures compiled from the survey are shown in the table on this page.

One of the most interesting facts is that in places of less than 25,000, there is need of more than three times as many dwellings as in the large cities, and the estimated construction value for all types of building is more than fifty per cent greater for the small towns.

These figures do not include farm buildings needed, with the exception of dwellings, and since there is little

reason to doubt that farm building construction is at least two years behind normal requirements, we should add another \$500,000,000 to the total. (There are 41,000,000 structures on the 6,448,000 farms in the United States and assuming that a farm building has an average life of fifty years, there is a replacement of 838,000 farm structures every year. These farm buildings have an average value of \$300 each.)

The survey figures do not include churches, memorials, military and naval buildings, public works and utilities. When these are added to the figures presented above, it will be seen that the present building shortage will total almost ten billion dollars.

One must not jump to the conclusion, however, that the total of building shortage will be the same as 1924 building construction. While it is true that when there is a genuine need for a certain thing, that need is usually satisfied, yet, the amount of building in any year will depend not alone on the shortage, but to some extent also on the building costs which, if too high,

(Continued on page 872)

# "Cut Yourself a Piece of Cake"

How Grennan Cake Corporation Used Popular Song to Put Life Into Food Show Exhibits

By D. G. Baird

TO "sing the praises" of a product is an expression often used in a figurative sense, but it may be used literally of Grennan's cake, for thousands of people, in several different cities, have actually been singing the praises of Grennan's.

A male quartette led the singing at the recent Third Annual Chicago Food and Household Show and at similar shows in Milwaukee, Detroit, Louisville, Cleveland and Pittsburgh, while dainty maidens passed out samples of "The cake of world renown" and invited the audience to join heartily in the song:

Cut yourself a piece of cake,  
The cake of world renown,  
It's Grennan's and you'll find a cake  
In every home in town.  
It's bound to whet your appetite,  
For EVERY BITE is a DELIGHT,  
So cut yourself a piece of cake  
And make yourself at home.

The reader has no doubt guessed that Grennan's simply capitalized an opportunity to turn a popular song into good publicity for its product. "Cut Yourself a Piece of Cake" was not written by or for the Grennan

Cake Corporation or any one else interested in bakery products. It was merely a popular song of the usual variety from the usual source, and it enjoyed a good sale as such in sheet music and on phonograph records and player-piano rolls. Because of the title and subject matter, however, it lent itself readily to being converted into an exceptionally effective bit of advertising for any maker of cakes, and Henry M. Marsh, advertising manager for the Grennan Cake Corporation, was quick to take advantage of this fact.

Grennan's was exhibiting at the Third Annual Food and Household Show at Chicago about the time the song became popular and Mr. Marsh engaged a male quartette to sing the parody quoted above, to the accompaniment of a piano, at the Grennan booth. The singers used the regular sheet music to show that it was a "real" song, while the version already quoted was passed around on little slips on one side of which was a cut of a cake, together with a bar of the music and the title. At the bottom of the stanza was a statement to the effect that the song was on sale

wherever music is sold and that it could also be secured on phonograph records and player rolls.

In Detroit the effect was intensified by securing a window display in Grinnell's Music House on Woodward Avenue for a week. The central attraction of this display was a genuine seventy-five pound cake, inviting the passersby to "Cut yourself a piece of Grennan's Cake. Every Bite a Delight." Sheet music, phonograph records and player rolls were arranged round about, making an effective advertisement, both for the song and for Grennan's cake.

The music publishers are said to have admitted that the publicity given the song by Grennan's stimulated the sales after they had begun to decline, and the song stimulated the sale of Grennan's cakes.

It is obvious, of course, that the times when a popular song would be so easily adaptable to use in this manner, would be few and far between, but the idea of capitalizing a song or an item of news significance for sales promotional purposes, is admirably illustrated in the manner in which the Grennan Corporation used this popular ballad.



One of the Food Show booths where Grennan Cakes were advertised with the song, "Cut Yourself a Piece of Cake"



# Capper's Farmer's Leadership

## Looking Ahead

Some of the big advertisers who will use four color advertising in Capper's Farmer during 1924 are:

Sun-Kist  
Congoleum Rugs  
Genco Light  
Willys-Overland Motors  
Simms Magneto  
Eveready Flashlights  
American Tobacco

All of these orders are placed under non-cancellable contract.

Among the other big advertisers who are using Capper's Farmer are:

Sun-Maid Raisins  
Pepsodent Tooth Paste  
Western Cartridge Co.  
National Electric Light Assn.  
Swift & Co.  
Union Carbide Sales Co.  
Liggett & Myers  
Ingersoll Watches  
Cleveland Metal Products Co.  
W. L. Douglas Shoe Co.  
Armands  
American Pad & Textile Co.  
Jewett Six Motor Cars  
DeLaval Separators  
International Harvester Co.  
General Electric  
American Chain Co.  
Page Steel & Wire Co.  
Ford Motors  
Essex Motors  
Exide Batteries  
Eastman Kodaks  
Corn Products Refining Co.  
Coleman Lamp Co.  
American Stove Co.  
Chevrolet Motors  
Kellogg's Corn Flakes  
Columbia Dry Cell Batteries  
General Motors  
Palmolive Shaving Cream

1. Capper's Farmer has already scheduled to run in 1924 more lineage than its splendid total for the entire year 1923, which represented a gain of 30.3 per cent over 1922.

2. Practically all cover positions for 1924 have already been sold under non-cancellable contract.

3. Capper's Farmer led all monthly National Farm Papers in Motor Car lineage in 1922 and again in 1923 with every indication of repeating in 1924.

4. Capper's Farmer showed a decided lead over its closest competitor in electric lighting system lineage in 1923. It also took the lead in national monthly land advertising—was second in tractors, engine and tractor accessories, food products, soaps and cleansers, clothing, miscellaneous and novelties.

5. Capper's Farmer adopted four-color advertising and has made a pronounced success of it.

6. The March issue of Capper's Farmer—68 pages—carried a total of more than 23,000 lines of advertising. This high figure surpasses the totals of the two preceding issues. It is steadily getting bigger and better.

Back of these facts that prove Capper's Farmer leadership in an unmistakable way are a number of reasons for its remarkable growth—reasons why it produces the desired results for advertisers and why it is more popular with its farmer subscribers than any other national farm paper.

Capper's Farmer has eighty-two per cent of its total circulation in the fourteen middlewestern states that contain more than half of the agricultural wealth of the country as indicated through farm property, farm automobiles and telephones, and ownership value of land. It covers this wealthy territory more intensively and more economically than any other national farm paper.

It has continually and successfully cultivated this territory with a vital editorial program of "Business Farming."

It forms a combination so desirable and effective that the bigger advertisers who want to reach the best farm trade are successfully and profitably using it in rapidly increasing numbers.

Get in touch with our representatives and learn more about Capper's Farmer, the foremost national farm monthly.

**Arthur Capper**  
Publisher

**The Capper Farm Press**  
Topeka, Kansas

**Marco Morrow**  
Ass't Publisher

### Branch Offices

NEW YORK  
CHICAGO  
DETROIT  
CLEVELAND  
PHILADELPHIA

ST. LOUIS  
KANSAS CITY  
OMAHA  
OKLAHOMA CITY  
SAN FRANCISCO

### Sections

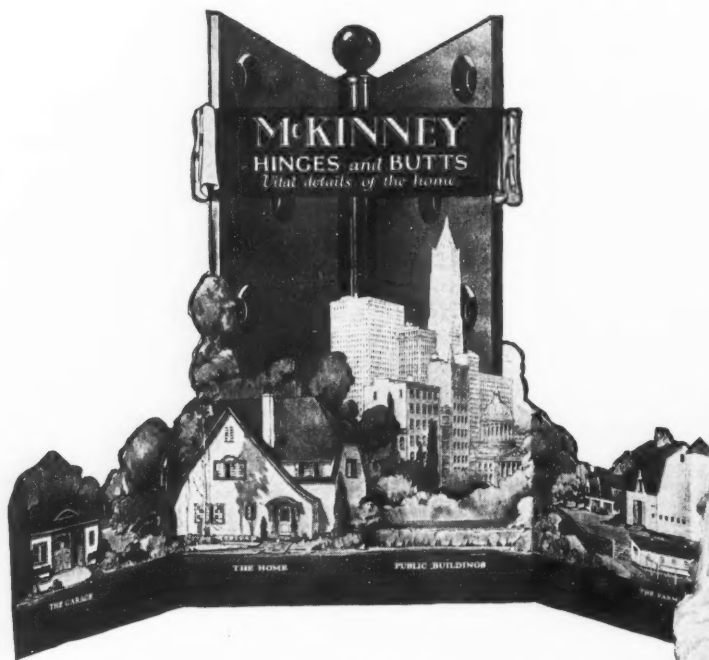
CAPPER'S FARMER  
KANSAS FARMER AND MAIL & BREEZE  
NEBRASKA FARM JOURNAL  
OKLAHOMA FARMER

MISSOURI RURALIST  
PENNSYLVANIA FARMER  
OHIO FARMER  
MICHIGAN FARMER

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## Window Advertising that Increases Hardware Turnover



**I**N a recent speech before the New York Retail Hardware Dealer's Association, the President of this company stated that: "The value of national advertising to the retail dealer is in exact proportion to the extent to which the dealer follows through in his window and on his counter".

This display for McKinney formed part of a complete tie-up, linking dealers with Saturday Evening Post advertising in a way that focussed the full value of the advertising into the stores of several thousand hardware merchants.

Let us show you how we can help you turn much of your advertising effort into dealer turn-over.

**EINSON-FREEMAN CO.**  
INC.  
327 EAST 29TH STREET • NEW YORK



### LITHOGRAPHED DISPLAY ADVERTISING

This patented counter-display container and combination shipping device is stimulating the sale of a "hard to move" product by getting it out on the counter



# The Follow-Through in Selling

Keeping out of the "rough" of jobber indifference, holing out of the retailers' "green" in one putt, depends on the way you plan your "drive"

*By Joseph A. Richards*

**B**USINESS is a game. Cheap men have used this fact cheaply until there has come a revulsion of feeling and a loss of dignity to the noble calling of worthily beating a fellow merchant or manufacturer at this year's game, perhaps to be taken into camp next year in the wholesome give-and-take of commerce.

But contest is at the foundation of all competitive business, not only for the sake of the money motive, but for the pure joy of the game and of the winning. Without this wholesome motive, a vast amount of fine competition would be abandoned and business, and the common weal, would be incalculably poorer. Even the great Paul of the great Book compares the Christian life to one of the supreme contests of the Olympian games.

Surely then, there can be no better effort than to restore, unsullied to its place, the inspiring urge that—business is a game.

Mr. Maker, you are on the tee facing the first hole.

(I have you right, have I not—

Mr. Maker? You have long since ceased being Mr. Manufacturer. You no longer make goods by hand, and Mr. Maker is a shorter name for a very much shorter process and for vastly increased output.)

So then, Mr. Maker, you are on the first tee. Your ball, slightly teed up for a long drive to the jobbers' territory in the middle distance—your ball is your fair and fine commodity, fresh from your factory. This ball may be a locomotive or a lamp, a motor car or baseball mitt, but it's your good goods, ready for your sales-drive to the hole of final consumption.

There you are, Mr. Maker, and it is a fine day with a clear business sky. The breath of strong business purpose is in your lungs and in your hands is the first club of the sales organization—your good driver—your salesman.

But who is that man standing off to the right?

No matter who he is. There may be a gallery of watchers, but that makes no difference. All that concerns you now is yourself, your driver, and the ball.

However, that man standing there and waiting for you to drive your good goods down the fairway to the jobbers' territory is your competitor in the business. Of course, he is watching you. But mostly he is a fair-minded man who isn't anxious to see you make a poor drive.

But whether he is or not, such considerations have no place in your mind. You're out to beat

him, of course. But there again, you need caution for the fact is that you cannot beat him except by beating yourself. It's your own game you need to watch—your plan-stance you need to have in mind—your salesman driver you need to grip and handle easily and energetically, even inspiringly—your ball you need to keep your eye on.

Don't forget it, Mr. Maker. It's yourself you are playing against.

In the rough.

How did that happen? There was no trouble with the salesman-drive. It was a good long ball. But you sliced it, Mr. Maker, and now you're in bad with the jobber.

How expressive is the game phrase, "In the rough."

But now, Mr. Comp. (short for Mr. Competitive Manufacturer) steps onto the tee. He has seen your drive—yes, he has that advantage, and so, perchance, he is a bit more confident of his own—not cocksure, however, just calmly expectant. He comes back slowly—you hurried a bit. He pauses a moment at the top of his swing—you rushed yours. He flings his salesman-club out freely so that the follow-through leaves him, not both feet. His drive is right straight down the fairway in fine jobber territory and excellent jobber favor. Now what made the difference?

The operation of a sales-drive is a wonderfully coordinated, composite affair; no, not complicated, simple—not stiff or tense, natural. First you face right and stand right in reference to your goods—the ball, and the direction it is going—that means a sound plan of making and





merchandising. Then your eye always on the goods. Never let your goods get out of your sight. Then let the force of the entire organization get through the salesmen to the goods.

But you sliced yours into the rough and Mr. Comp. didn't, and all because he had that wonderful follow-through called advertising as a part of his sales drive, which certainly does help to keep a ball on the fairway. It sure does cut down the sales strokes from maker-tee to consumer hole.

But here we are, looking for our balls, you "in the rough" and a difficult stroke to make next, to get the goods from jobber to retailer, while Mr. Comp. has the interest of the jobber thoroughly roused to get his ball off the fairway of his shelves to the retailer.

#### Which Club Next?

You sweat, get a bit excited about what sales club to use next, while Mr. Comp. deliberately picks out the right club from his bag for the approach to the retailer. And with a gentle tap and the effect of the same follow-through of advertising places his goods-ball dead to the consumer hole, while you are still short of the green.

Let's stop a minute here—we won't be delaying anybody—and talk about that "slice" of yours, Mr. Maker.

How apt the term "slice," too. You sliced because you didn't follow-through with advertising. When you made your sales plan you congratulated yourself on another kind of a slice—you sliced out the item of advertising, thought yourself wise. Or else, you gave no thought at all to the follow-through of advertising, thinking that your goods and a good strong sales drive would get you there.

However, the hole isn't played out yet, but at present you are one stroke to the bad, that is to say, with the follow-through of advertising the cost of favorably reaching the retailers' green is—but let's not anticipate.

It looks like two putts for you, Mr. Maker.

The putting green is the retailers' shelves. There you are over in the corner. It is a good long putt, but maybe you can make it. If you had

only had the follow-through of advertising, you would have had a better chance.

Yes, those are your goods no matter where they are. They are under your name and label and after all, it is your sales drive that must get them off the dealers' shelves and hole them out into the hands of the ultimate consumer.

The very effort that a retailer makes in cooperation with you is a part of your sales drive because he should get the inspiration from your sales drive. But if the goods go

IN many organizations SALES MANAGEMENT is passed along and read and re-read until it is as worn and dog-eared as a month old copy of the *Police Gazette* in a country barber shop.

There are many young men in nearly every organization who would appreciate an opportunity to read your copy of SALES MANAGEMENT—it will help them grow. Many a present day sales manager owes his rise to his habit of reading the best business papers. Encourage this habit among your assistants by passing this issue along to your assistant.

slow and he has to cut the price to move them, it is equivalent to three putts on the green. And, of course, you know that follow-through on a putt is just as essential and just as valuable as on a drive. It helps the goods go straight, it gives the retailer enthusiasm, it sinks the ball and often wins the match.

Mr. Comp. is dead to the hole and the advertising he does will follow through to the last stroke. Yes, he has you one up, Mr. Maker.

But you need not be discouraged. All you require, so far as one can see, is to learn and constantly practice the follow-through of advertising, making it a part of your swing just as naturally as the salesman's hit, with his eye—your eye, on the ball.

By the way, an advertising agent is a rather good consultant, a "pro" if you like to call him so. About this whole business of sales drive, follow through, and hole-out, he will give you points you can get nowhere else—for after all, it is all one game—the game of cutting down your score of strokes, getting

your goods to the consumer at least expense with profit to all who handle it.

A short hole.

But let's watch this pair. Quite different makers these. They avoid the jobber and put their goods right in the hands of the retailer for good and sufficient reasons.

A short hole where a well lofted drive drops the ball right on the green (dealers' shelves) if it goes straight.

Aye, but the follow-through of advertising certainly counts on this one for there is a bunker in front, pits on either side—pits filled, not with sand but with jostling competition—a "trap" that you must carry; and the roughest kind of rough at the back, if you over-drive.

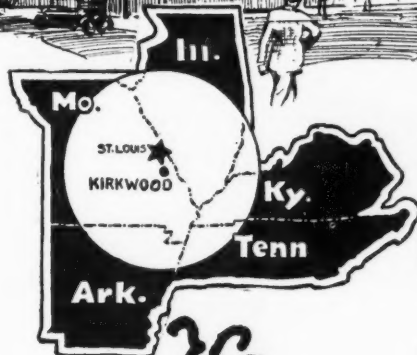
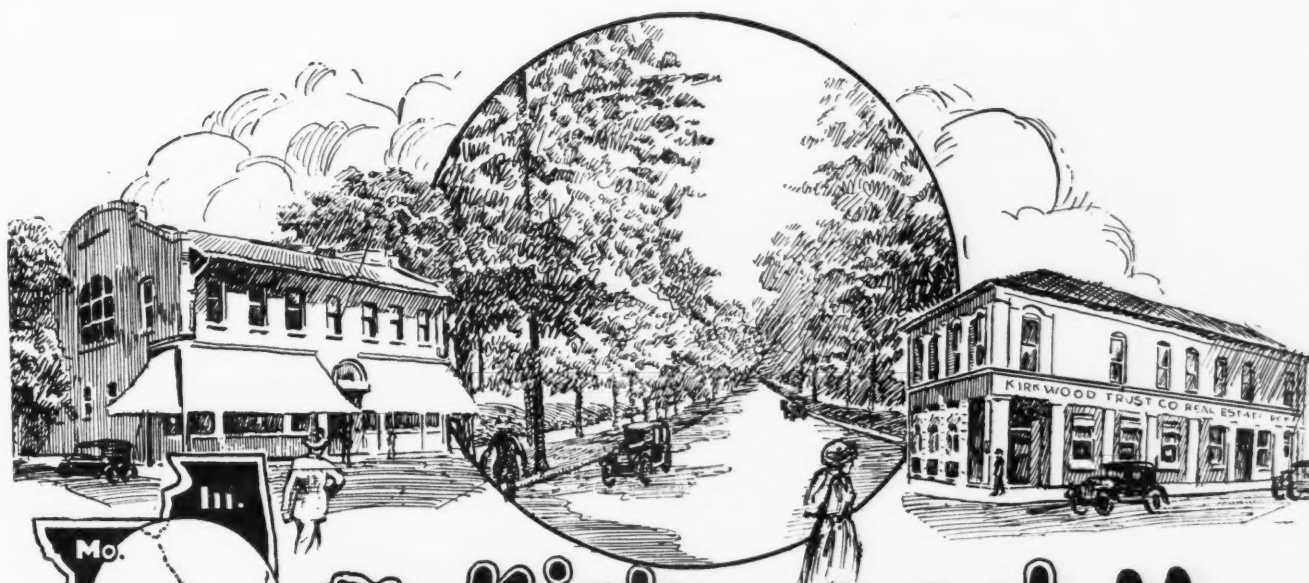
Again we exclaim, what a composite unit is a sales drive with such a hole in front of it! It isn't necessarily force in the salesmen's presentation but finesse; with the advertising straightening the stroke out until it's easy to make a two with no excuse at all for anything more than a three.

#### The Thrill of Business

But who doesn't know that with the best of intentions—follow-through, and drive, and eye, and stance—whatever else you do not always coordinate—and the hole is lost? But you're up again with good sporting blood and ready for the next one.

Who says business isn't a game and who is there that plays it fairly who doesn't come to the club-house at the end of the course of business with cheer and gladness because of wholesome competition, because of good business fellowship, and because of the honest effort to beat himself in serving others with his good commodity?

The Globe Register Company of Cincinnati calls its salesmen into the home office for conferences in groups chosen according to the number of years of experience the salesmen have had with the concern. A separate program is planned for each group. For the older men a program is arranged to draw out opinions. For the younger men it is more in the nature of class instruction. About ten men are called in at a time.



**The  
49<sup>th</sup> State**

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4¼ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

**St. Louis  
the City with  
\$87,000,000  
to spend on  
Municipal  
Improvements**

## Kirkwood Mo. *calls herself "Queen of St. Louis Suburbs"*

Here is the typical suburb, . . . a town of homes—homes of St. Louis business people (to a large extent) who seek the rest and comfort of domestic life away from the city.

Two railroads, two interurban lines and excellent roads bring Kirkwood folks to St. Louis in forty-five minutes.

Kirkwood is well-to-do, with bank deposits of \$1,100,000. Her people, besides having access to St. Louis stores, have these local advantages:

- |                             |                    |
|-----------------------------|--------------------|
| 4 Auto Dealers and Garages  | 3 Drug Stores      |
| 10 Grocery Stores           | 2 Hardware Stores  |
| 3 Building Material Dealers | 2 Jewelers         |
| 2 Shoe Stores               | 3 Dry Goods Stores |
| 2 Men's Furnishings Stores  | 2 Confectioneries  |

How can you tap Kirkwood's buying power? . . . Naturally through advertising in the Globe-Democrat, the great morning newspaper of St. Louis. This newspaper of the district is read by Kirkwood's representative people—dealers and consumers alike.

# Globe-Democrat

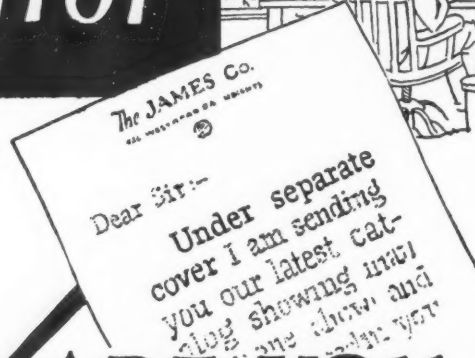
**St. Louis' Largest Daily**

**We could not be satisfied  
unless we gave St. Louis  
her BEST Newspaper.**

F. St. J. Richards . . . . . New York  
Guy S. Osborn . . . . . Chicago  
J. R. Seoluro . . . . . Detroit

C. Geo. Krogness . . . . . San Francisco  
Dorland Agency, Ltd. . . . . London  
Assoc. American Newspapers - Paris and London

# The final Error



## ARE YOU GUILTY?

One of the little tragedies of every-day business: A manufacturer produces his catalogue. He is unstinting on paper costs. His engravings are perfect. An expert pen puts dynamic copy into it. He does not consider price alone when he assigns the printing order. He appropriates large sums for national advertising to make people ask for it.

"under separate cover" nuisance. They make it possible to send first class and second, third or fourth class mail in the same container at no increased cost and frequently at lessened cost. They save the executive's time, the mail room's time; they save mailing expense and they make it possible for sales letter and catalogue to reach the prospect at the same time.

And then, he commits THE FINAL ERROR. He sends it out "under separate cover!"

THE FINAL ERROR in direct-by-mail selling is costing industry hundreds of thousands each year in undelivered catalogues and in catalogues that don't produce. A booklet, "Suppose This Were Your Catalogue", covering the subject should be on every sales executive's desk. Write for it—it's free.

Du-Plex Two-in-One Envelopes and Mon-O-Post Two-Compartment Envelopes are made to eliminate the



**Both Together, Sir!**

Du-Plex Envelopes, in stock sizes and in average quantities, are sold by many leading stationers. If you cannot secure them locally write direct to "Mailing Information Headquarters."

Du-Plex Envelopes are used for mailing catalogues, booklets, magazines, newspapers, photographs, blue-prints, samples and merchandise when accompanied by letter or invoice—for every combination mailing purpose.

**DU-PLEX ENVELOPE CORPORATION**  
365 SOUTH SIXTH STREET, QUINCY, ILLINOIS

"Mailing Information Headquarters"  
Twenty-three Branches in Metropolitan Centers

**Du-Plex**  
2-in-1  
**ENVELOPES**

Pat. U. S. A. May 20, 1919, Oct. 9, 1923  
Pat. Canada Sept. 30, 1919 Other Pat. Pending

**COLUMBIAN**  
**MON-O-POST**  
TWO COMPARTMENT  
**ENVELOPES**

Patented July 19 1921  
Other Pat. Pending

**FOR MORE SALES THROUGH THE MAILS**



# The Men Who Are Helping You to Build Up Overseas Trade

Vast Stores of Helpful Information on File at Washington in the Department of Foreign and Domestic Commerce

*By Waldon Fawcett*

**D**O you want to ask a question at Washington regarding markets, marketing practice, or the like? Your one best bet is the U. S. Bureau of Foreign and Domestic Commerce, which is, in turn, a part of the Department of Commerce. But the clearing house for information on trade ways and trade chances at home and abroad has been growing of late like a boy trying to qualify for his first pair of long trousers. Its activities have been reaching out in all directions until its organization is a maze of Sections and Divisions and Offices. By the same sign, though, it behooves the seeker after business knowledge to master the map of Commerce subdivisions. Only by such familiarity is it possible to direct every question to the proper source and win the reward of prompt reply. So here goes for a quick tour of the data plant.

Eastern European and Levantine Division. Keeps American business men informed of the general market conditions in the markets of this territory. Through its trade commissioners stationed at Athens, Bucharest, Constantinople, Warsaw and Alexandria is able to secure specific information as to the markets for particular American products. The Chief of the Division is E. Dana Durand, a former advisor to the ministry of Poland.

Far Eastern Division. Gathers and disseminates special information regarding the trade of the Orient and maintains contact with representative business executives regarding economic policy. Commercial attaches are maintained in Pe-

king and Tokio and resident trade commissioners in Shanghai, Manila, Batavia, Melbourne and Calcutta, the field agents including specialists in industrial machinery, textiles, etc. In charge of Frank R. Eldridge, former Assistant Secretary and Treasurer of Japanese-American

and a resident trade commissioner in San Paulo. Acting Chief, J. R. McKay, formerly stationed in Cuba.

Western European Division. Supplies American business interests with information and advice on commercial problems in the countries under its eye, especially information as to the general business outlook, competitive conditions, and market possibilities, with the necessary sidelights on national public finance and budgets. Headed by Douglas Miller, acting chief, who prior to entering the service of the Bureau had practical experience in Europe as a salesman and a purchasing agent and was in the export business in New York and London.

Agricultural Implements Division. Designed to keep the manufacturer or exporter of agricultural implements informed in regard to current conditions in the various important foreign markets for implements; to acquaint him with new developments that may occur; to bring to his attention opportunities that may arise in markets which have not previously offered an attractive field; and to furnish him at all times with any information which may be of use to him in extending his foreign business. Chief, George B. Bell, for seventeen years

Assistant Export Manager of B. F. Avery & Sons, Inc.

Automotive Division. Stands ready to aid American marketers of passenger cars, motor trucks, motorcycles, replacement parts, automotive accessories, service-station equipment, motor boats, marine engines, and airplanes and their equipment to enter foreign markets or increase their business abroad. Over



If you want to sell to these merchants the Department of Commerce can help you

Phonograph Company; later with Swift & Co.

Latin-American Division. Keeps sales executives advised of every development or condition affecting or likely to affect the purchasing power of the people in the various trade regions of Latin America. Commercial attaches are maintained in Buenos Aires, Lima, Santiago de Chile, Rio de Janeiro, and Habana,

1,500 firms regularly use this Bureau's facilities. Acting Chief, M. H. Hoepli, formerly with General Motors.

**Chemical Division.** Collects information to foster trade in American heavy chemicals, dyes, pharmaceutical and medicinal preparations, crude drugs, fertilizers, explosives, naval stores, paints, varnishes and toilet specialties. Also assists in development of sources of supply abroad of raw materials for the chemical industry which can not be produced in the United States. Chief, Charles C. Concannon, former salesman for Brewer & Co. and the Takamine enterprises.

**Coal Division.** Makes general and special reports on every phase of the coal problem, with particular attention to overseas sales. The Division handles all coal products used as fuel. Francis M. Shore, acting chief.

#### **Many Specialized Branches**

**Electrical Equipment Division.** Endeavors to give practical advice to American manufacturers of electrical goods as to where, how, and through what channels their products may be sold abroad. Tells how to go about selling this line abroad, covering peculiarities of markets, local prejudices, and practices, etc. Chief, R. A. Lundquist, formerly chief electrical engineer for the La Crosse, Wis., Water Company.

**Foodstuffs Division.** Studies the world markets for all foodstuffs with the specific object of assisting in the export of American food products. Maintains in Europe special highly qualified agents who report by cable. Chief, Edward G. Montgomery, a market specialist, formerly with the Department of Agriculture.

**Hides and Leather.** A commodity division that takes care of market scanning on skins, leather, tanning materials, dyes, greases, oils, tallow and extracts. Chief, Wilbur J. Page, formerly salesman and later Export Manager for Graton & Knight Manufacturing Co., Worcester, Mass.

**Iron and Steel Division.** Receives, handles, develops and satisfies inquiries pertaining to all products and manufactures of iron and steel, non-metallic minerals, precious stones, etc. Scope of the Division includes asbestos, cement, gyp-

sum, clay products except earthenware, and pottery and glass except glassware. Chief, Luther Becker, who has had fifteen years' experience as sales engineer, sales representative and field sales manager for F. W. Horne Co., Bethlehem Steel Co. and U. S. Steel Products Co.

#### **Experienced Executives in Charge**

**Lumber Division.** Investigates lumber markets abroad and prepares lists of foreign lumber agents and importers. Also furnishes data on foreign woods, especially tropical woods. The acting chief is Jesse C. Nellis, formerly with the National Association of Box Manufacturers.

**Machinery Division.** Assists industrial machinery manufacturers in promoting their export business. The men in charge are qualified engineers who have sold a great variety of machinery abroad for a number of years. Headed by Walter H. Rastall, formerly Sales Engineer for Worthington Pump & Machinery Corporation.

**Paper Division.** Furnishes sales information to manufacturers of wood pulp, paper, paper products, printing and engraving machinery and accessories. Chief, John Matthews, Jr., formerly a departmental manager of Parsons Trading Co. and eastern sales manager for the Miami Paper Co.

**Petroleum Division.** Has on file detailed information on practically every market in the world which is open to American petroleum products. Constantly tips off U. S. firms on the activities of foreign competitors. Homer S. Fox, acting chief.

**Rubber Division.** The point of contact with foreign markets for sellers of a wide range of manufactured goods such as rubber clothing and footwear, druggists' rubber sundries, dental and medical goods, hard rubber goods, belting, packing, and specialties such as toys, balloons, bathing caps, jar rings, erasers, rubber tires, etc. Chief, P. L. Palmerton, formerly with Good-year Tire & Rubber Co.

**Shoe and Leather Manufactures Division.** Answers, for sellers of boots and shoes and leather articles, market inquiries relative to climate, character and tastes of consumers, types of articles preferred, style, quality, etc., of competitive goods, trend of trade, prevailing prices, etc. Chief, Arthur B. Butman, formerly

in the shoe manufacturing business at Brockton, Mass.

**Specialties Division.** Aids in promoting foreign trade in office appliances, hand tools, motion pictures, lighting and heating appliances, steel furniture, hardware, athletic goods, musical instruments, glassware, etc. Chief, Henry H. Morse, for years the General Sales and Export Manager of the Regal Shoe Co.

**Textile Division.** Handles all matters concerning the development of foreign and domestic trade in animal and vegetable fibers and manufactures thereof. This means yarns, cloth, clothing, knit goods, millinery, etc. Chief, Edward T. Pickard, long associated with Minot, Hopper & Co., in New York and London.

**Transportation and Communication Division.** Makes studies and reports on such subjects as traffic rates, sales of rolling stock and equipment, packing, ship sales, explosive regulations, etc. Chief, Eugene S. Gregg, formerly with American International Corporation.

#### **A World Trade Directory**

**Commercial Intelligence Division.** Function, to search the foreign markets of the world for potential buyers of American products and to assist American business men in making their foreign sales contracts. Maintains a World Trade Directory, with more than 100,000 names, card indexed. Chief, Arthur S. Hillyer, for many years in complete charge of the export selling of Waltham Watch Company.

**Commercial Laws Division.** Equipped to advise an American marketer how to organize for foreign trade; how to draw up proper sales contract; how to collect overdue accounts, etc. Not a collection agency but assists in making trade adjustments and securing settlement due accounts, etc. Chief, Archibald J. Wolfe, former sales representative in Japan, and Manager, Petrograd office of U. S. Steel Products Co.

**Finance and Investment Division.** Covers, among other subjects, questions relating to foreign trade financing. Chief, Grosvenor M. Jones, formerly statistician of the American Paper & Pulp Association.



## Oklahoma City ~ 35 Years Old ~ Today A Market Extraordinary

Thirty-five years ago, on April 22nd, Oklahoma City was founded in the midst of a rolling prairie. Today it presents a spectacle as astounding to a city-builder as it is important to a sales manager.

- Oklahoma City today is a city of 133,983 inhabitants, (official directory census) largest in the state.
- It is the state's primary distributing point.
- Its retail trading radius has a population of 500,000.
- Its jobbing houses ship beyond the state lines into Kansas, Arkansas, and Panhandle Texas.
- It is the state's financial capital.
- It is the marketing point for most of the grain, cotton and livestock raised in Oklahoma.
- It is located at the geographical center of Oklahoma, in the midst of the state's most productive agricultural lands.
- It is a most favorable market to work—closeknit, with excellent transportation facilities.
- It is not subject to booms or slumps, its wealth being derived from industry, jobbing, agriculture, and stock raising.
- It is one of twenty-four cities in the United States in which a newspaper has 100,000 or more circulation.
- It is unusually responsive, alert, growing and covered in its entirety by the Oklahoman-Times.

### Oklahoma City Figures

Population .....	133,983
School Children.....	27,217
Telephones .....	26,675
Telephones—Resident.	16,066
Water Meters.....	18,100
Gas Meters .....	22,190
Wired Homes.....	23,500
Dwellings .....	24,608
(Including private apartments)	

*Oklahoma City's Leadership is indisputable*

## *The* OKLAHOMAN & TIMES

OKLAHOMA CITY, OKLAHOMA

*Morning — Evening — Sunday*

E. KATZ SPECIAL ADVERTISING AGENCY

New York

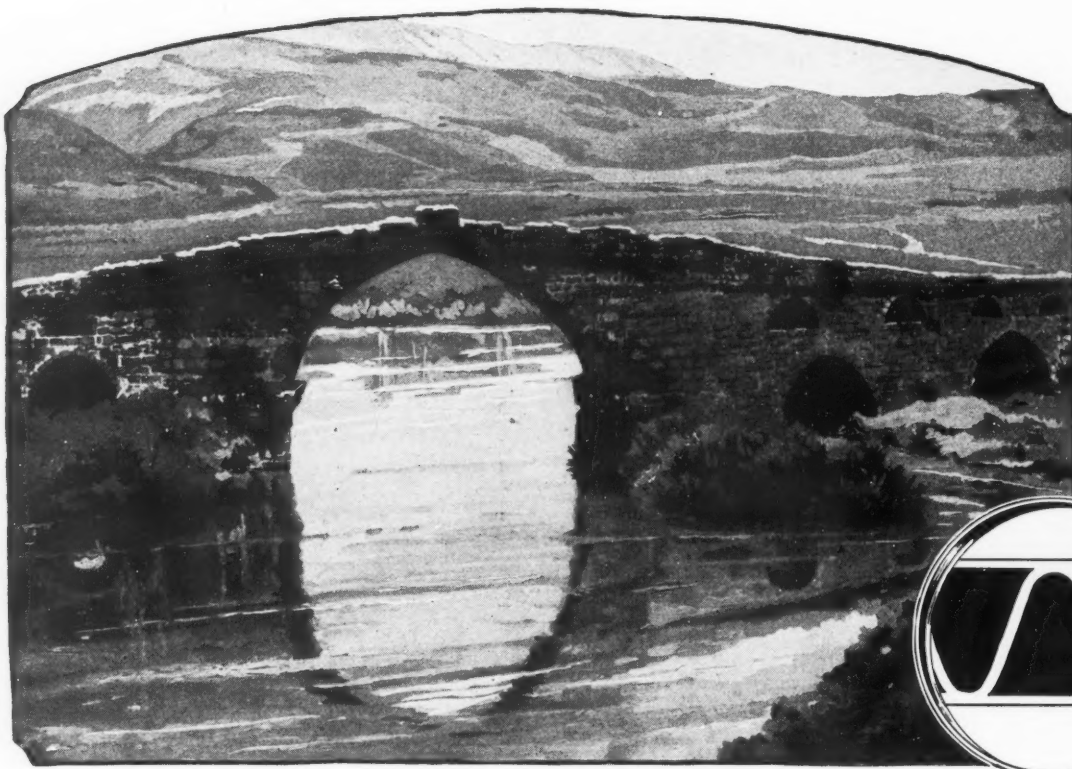
Chicago

San Francisco

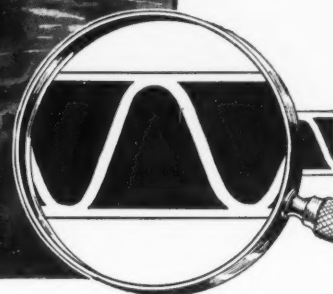
Kansas City

Atlanta





*The perfect arch  
insures the  
Strength*



*This slight, rudely built bridge in Palestine is still serviceable although twenty centuries of time have passed over it—a wonderful example of the resistance of the arch*

## *The Mid-West Box is Strengthened by the Arch in the same way as a Bridge*



800 lbs. on a Mid-West waterproof box for two minutes, with the hose turned on. Result—wet, but as good as before. The increasing use of Mid-West Boxes in your field is entirely due to their filling a need—  
**BETTER**

**F**OR 2,000 years countless feet of men and beasts and millions of tons of various burdens have been carried safely over this bridge whose sole claim to strength lies in its supporting arch.

Whether in bridge or corrugated fibre board shipping package, like the popular and widely used Mid-West Box, the function of the arch is the same—to protect, to support, to brace, to absorb weights, pressures and shocks, and to insure safety.

The high arched corrugations of the Mid-West Box save 30% to 70% of smashage costs with ordinary boxes, making this box the logical shipping package for thousands of commodities. It is built up to a quality, not down to a price. And as the higher priced suit of wool will outlive the cheap suit of shoddy, so the Mid-West Box cannot be placed in comparison with low-priced, nondescript boxes that do not "deliver the goods." Mid-West Boxes conform to every railroad requirement including *highest test liners*—the guarantee of a better, more economical service that you cannot afford to ignore.

A card will bring an expert to check over your problems. Write today. No obligation.

### **Three Distinctive Mid-West Features**

**Waterproof Container:** Is everything its name implies.

**Triple Tape Corners:** Stop tapes from splitting and peeling.

**Offset Score:** Insures tight closing contact of end flaps.

*Our "Perfect Package" Data Sheet is free on request*

# **MID-WEST BOX COMPANY**

### **General Offices**

18TH FLOOR CONWAY BLDG.  
CHICAGO, ILL.

**Corrugated Fibre Board Products**



### **Factories**

ANDERSON, INDIANA

KOKOMO, INDIANA

CHICAGO

CLEVELAND, OHIO

FAIRMONT, W. VA.

# The Mailed Fist Versus the Velvet Glove in Dealing With Men

Sales executives differ as to whether "The New Broom" did right or wrong when it swept mean—Mr. Herrick's way is called "sentimental"

By C. J. LA FLEUR

Sales Manager, Kasco Mills  
Waverly, N. Y.

I have been trying to find time to drop you a line expressing my view about the article on "A New Broom Sweeps Mean," which appeared in one of your recent issues, but your February issue contains an article by Mr. Allan Herrick, of the United States National Bank of Denver, which coincides with my views exactly, and he expresses it so forcefully that I am not going to attempt to write you at any length.

My personal observation of a similar case where similar tactics were pursued, hasn't worked quite so successfully as they did in the case under discussion.

Mr. Herrick's summing up is a masterpiece, and shows that he is a big man, with real red blood pumping through a real live throbbing heart.

It would be an honor indeed to have the pleasure of a personal acquaintance of such a man as Mr. Herrick's article proves him to be.

By G. E. STRINGFELLOW

Gen. Sales Mgr., Edison Storage Battery Co.  
Orange, N. J.

I have read with considerable interest the article in the January issue of "Sales Management" entitled, "A New Broom Sweeps Mean."

I am equally interested in the article appearing in February issue of "Sales Management" by Allan Herrick of the United States National Bank of Denver.

My experience has been quite similar to that of the man's who wrote the article in January issue of "Sales Management" entitled, "A New Broom Sweeps Mean," and were I to vote on either of the articles I would unquestionably vote in favor of the former. There are many reasons why this man's

article is sound. The best proof to my mind that his policy is right is that when he began to use his new broom his company was in red and is now making money, and after all every concern is in business to make money and a man's ability is usually

## The Bone of Contention

The January issue of SALES MANAGEMENT contained an article called "A New Broom Sweeps Mean," in which a writer recorded his experiences in regenerating an organization that was suffering from such a severe lapse in personnel cooperation that a rash of red figures was breaking out on the balance sheets. His methods were of the "mailed fist" variety, but he succeeded in placing the company on a basis where it declared dividends instead of confessing deficits.

In the February number, Allan Herrick of the United States National Bank of Denver took issue with the mean-sweeping broom and offered to bet \$50 that its user was a failure; insisting that one who paid the price of being hated by every associate was a failure in spite of the profits he made.

The third article, "Fine, Mr. Herrick, But You Don't Go Far Enough," appeared last month, recording the experiences of one of the "human" type of sales manager.

The articles brought forth some vehement opinions on the point of executive policy involved. We are reproducing here several of the letters received by the editor.

measured by the amount of money he makes legitimately for his company.

It is quite evident that Mr. Herrick of the United States National Bank of Denver looks at the proposition of managing an organization from a sentimental point of view. He is forgetting what he is in business for. Sentiment, to my mind, has no place in business, and besides, sentiment does not pay dividends anyhow.

By MISS H. GRIFFIN

Sales Mgr., A. J. Martin Marble & Granite Works, Jackson, Miss.

I don't know how you will feel about printing something from a LADY sales manager, 'way down in this part of the woods, or whether you will print it at all, but I am a subscriber to "Sales Management," read it regularly, and think it is fine. I want to express my opinion on Mr. Allan Herrick's reply to "A New Broom Sweeps Mean" which appeared in the January number.

Mr. Herrick seems to think that the writer of "A New Broom Sweeps Mean" made a very serious mistake in cleaning out the old force and putting in a new one in order to start the organization up-hill, and even bets him \$50 that he has failed at his job. Now, if I had it, I'd bet Mr. Herrick fifty more that his fifty is gone, but I'm busted—as most women usually are. The writer of "A New Broom Sweeps Mean" states frankly that he started the organization up-hill by this method, and if he had brains, patience and determination enough to start it off, then I am yet to be convinced that he could not keep it humming.

Mr. Herrick gives as an example a railroad company that was in bad condition and which had a man from the West come in and attempt to save the enterprise. This man followed a procedure almost identical with that of the writer of "A New Broom Sweeps Mean," which was to get rid of some of the old and trusted employees. Mr. Herrick frankly admits that this "New Broom" from the West did succeed, and that at the height of his fame he passed away—BUT, Mr. Herrick says, the following day at a meeting of some minor executives, a man arose and proposed sending a floral offering and a note of sympathy to the family, and that there was no second to his motion. Well, I don't see anything to weep about in that. The



## PROFIT POSSIBILITIES IN AUTOMOTIVE LISTS



Usually an automobile represents a whole family. Consider how many things they need. The make of car owned will indicate in a general way the quality of these things.

Whether you sell books, bonds, automobile accessories, food, clothes, jewelry or service—whether your territory is a neighborhood, town or a state, we can help you to make direct sales or aid your dealers or test your market in the cheapest, most effective way.

Tell us what you have to sell and where you want to sell it. An informative 24-page illustrated booklet "**Automotive Markets and How to Reach Them**" will be sent free with our reply.

*When writing please address correspondence to our Nevada office.*



**The  
Reuben H. Donnelley  
Corporation**

CHICAGO

NEW YORK

NEVADA, IA.

old custom of giving you the devil while you live, then spreading it on, so to speak, after you are dead, with flowers, notes of sympathy, and such like, does not pay bills for the sales manager or his organization. I also note that Mr. Herrick states in his example about the railroad company that this western "New Broom" was feared from one end of his line to the other. You have probably heard before that "To Fear Him Is to Love Him," therefore I am of the opinion that it might have been because they were "overdrawn" that they failed to send him the floral offering and not because they hated him so.

### Making Live Wires of Deadheads

Maybe Mr. Herrick or some of his friends have stepped into some organization and made valuable men out of deadheads who were already there—but you can't do this in every case. There is as much difference in people as there is in satin, crepe de chine and broadcloth. You cannot treat some people like you would like to be treated, or like you would like to treat them. It seems that the more interest you take in some people and the more assistance you try to give them, the less good they are to themselves or anyone else; while others are broadminded and appreciate everything, giving value received, in return.

The very best salesman we had, in whom we had attached a lot of importance, somehow got it into his belfry that we could not operate without him which, as you already know, promptly kills a good salesman—or a good anything else, for that matter. He was so busy that he did not have time to work his territory closely, and entertained royally at our expense. Did not have time to answer letters. And when I got at the bottom of it, I found that he had sold a big memorial, and was "so busy" going back home. In other words, if he pulled a big job, he just drug around for the next thirty days, during which time our competitors picked up all the other big jobs. This is the kind of service we got from this salesman during the last twelve months he was on our pay roll.

And all the talks, letters, etc., failed to redeem him. When I fired this man, I fired him for keeps.

I had another salesman who was

exceptionally good—I had taken an interest in him and given him a great deal of my time. I gave him unlimited assistance. He found out that we rated him as being essential to the business, then he took it upon himself to run things as he wanted them, and if he could not do this, he would frequently rush into my office with "Well, I'm gona quit, if so-and-so, etc." Well, I knew this was a good man, but that he just had not outgrown some fool notions of his. So about the third time he came in with that "I'm gona quit" stuff, I said, "All right—here's your check." I had no intention of letting him go; I was merely laying him off for his own good and ours. He was gone two months then started writing for his job back. After I got several letters and a couple of telegrams, I wrote him that I would arrange to use him. He is at this time the best man we have. But this was the only cure for him.

### Study Every Man

We have now on our sales force a man who is beginning to lag, and as soon as I find out that there is no remedy for his lagging, then his pay check is going to lag.

Now, had my whole sales force been the same kind as the first salesman I mentioned, I would have fired the whole force and put in new men altogether, as it would have been cheaper to break in a new force than to attempt to redeem an old force, when they were pulling down hill in spite of everything you could do.

I make a study of the men and give them all what they need. I am quite sure you won't find two salesmen alike—therefore I beg to differ with Mr. Herrick in his criticism on "A New Broom Sweeps Mean."

Two speeches on sales management over radio were the features of a recent joint meeting of the St. Paul and Minneapolis Sales Managers' Associations, when the two organizations were entertained at the Brown & Bigelow plant at Quality Park. W. W. Marvin of the West Publishing Company and E. F. Mair, Thos. Cusack Company, the presidents of the two clubs, were the speakers who made addresses at station WLAG, while the audience at Quality Park listened in with the aid of a loud speaker.











## What Rotogravure *has done* for a Boston Furniture Store

### *How Rotogravure Helps Newspapers and their Advertisers*

1. Gives added tone
2. Gets results for local advertisers
3. Creates new advertising
4. Increases circulation
5. Intensifies national magazine advertising at local points

Pictures talk faster than type.

The rich effect and clean cut detail possible in Rotogravure printing make it a most effective medium for advertising quality merchandise such as ours, a fact which is proved by the demand for both suites and individual pieces whenever they appear in Rotogravure.

PAINE FURNITURE COMPANY  
BOSTON

“AS YOU WOULD SEE IT IF YOU WERE THERE”



This advertisement, of which the preceding page is a part, is published to promote public interest in Rotogravure and the papers which carry Rotogravure sections. Kimberly-Clark Company, Neenah, Wisconsin, manufacture Rotoplate, a perfect paper for Rotogravure printing, which is used by the following papers:

CITY	PAPER	CITY	PAPER
Albany, N. Y.	Knickerbocker Press	Minneapolis, Minn.	Journal
Asheville, N. C.	Citizen	Minneapolis, Minn.	Tribune
Atlanta, Ga.	Constitution	Nashville, Tenn.	Banner
Atlanta, Ga.	Journal	New Orleans, La.	Times-Picayune
Baltimore, Md.	Sun	Newark, N. J.	Call
Birmingham, Ala.	News	New York, N. Y.	Corriere D'America
Boston, Mass.	Herald	New York, N. Y.	Evening Post
Boston, Mass.	Traveler	New York, N. Y.	Forward
Brooklyn, N. Y.	Standard-Union	New York, N. Y.	Herald
Buffalo, N. Y.	Courier	New York, N. Y.	Il Progresso
Buffalo, N. Y.	Express	New York, N. Y.	Times
Buffalo, N. Y.	Times	New York, N. Y.	Tribune
Chicago, Ill.	Daily News	New York, N. Y.	World
Cincinnati, Ohio	Commercial-Tribune	Omaha, Neb.	Bee
Cincinnati, Ohio	Enquirer	Omaha, Neb.	News
Cleveland, Ohio	News-Leader	Peoria, Ill.	Journal-Transcript
Cleveland, Ohio	Plain Dealer	Philadelphia, Pa.	Public Ledger
Denver, Colo.	Rocky Mountain News	Providence, R. I.	Journal
Des Moines, Iowa	Register	Rochester, N. Y.	Democrat-Chronicle
Detroit, Mich.	Free Press	St. Louis, Mo.	Globe-Democrat
Detroit, Mich.	News	St. Louis, Mo.	Post-Dispatch
Erie, Pa.	Dispatch-Herald	St. Paul, Minn.	Pioneer Press-Dispatch
Fort Wayne, Ind.	News-Sentinel	St. Paul, Minn.	Daily News
Grand Rapids, Mich.	Herald	San Francisco, Calif.	Chronicle
Hartford, Conn.	Courant	Seattle, Wash.	Times
Havana, Cuba	Diario De La Marina	South Bend, Ind.	News-Times
Houston, Texas	Chronicle	Springfield, Mass.	Republican
Indianapolis, Ind.	Indianapolis Star	Syracuse, N. Y.	Herald
Kansas City, Mo.	Journal-Post	Syracuse, N. Y.	Post-Standard
Los Angeles, Calif.	Times	Waco, Tex.	Herald
Louisville, Ky.	Courier-Journal	Washington, D. C.	Post
Louisville, Ky.	Herald	Washington, D. C.	Star
Memphis, Tenn.	Commercial Appeal	Waterbury, Conn.	Republican
Mexico City, Mex.	El Universal	Wichita, Kan.	Eagle
Milwaukee, Wis.	Journal		

Intaglio printing is variously called gravure, photogravure, roto-gravure and similar names. There are many printing plants in the important cities of America equipped to supply rotogravure sections to newspapers. Complete information furnished on request.

Kimberly-Clark Company

ESTABLISHED 1872  
Neenah, Wis.

NEW YORK, 31 Chambers St. CHICAGO, 208 S. La Salle St. LOS ANGELES, 510 W. Sixth St.

# ROTOGRAVURE

*Prints Perfect Pictures - the Universal Language*



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# She Found a Fortune in a Business the Experts Overlooked

How Nelly Don Built a Quality Business in an Industry that Had Always Banked on Low Prices and Cheap Products

*By Eugene Whitmore*

**S**TARTING with an idea that women want to wear pretty frocks at home as well as at parties, theaters, and functions, Mrs. Paul F. Donnelly—known to thousands of women as Nelly Don—has built in a few years a business that now enjoys a volume of more than a million and a quarter dollars annually.

How the business was built from a little workroom in the attic of her modest Kansas City home with an equipment of two sewing machines, into a nationally known manufacturing organization employing more than 300 people, is one of the most interesting stories of marketing ever printed by this magazine.

What makes the story more interesting is that the idea which has proved so sound commercially was utterly overlooked by hundreds of garment manufacturers, department store buyers, jobbers and other "experts" who are supposed to know just what women want.

These experts had an idea that women would not pay as much as a dollar for wash frocks to wear about the home. They thought it was necessary to get the price down below a dollar, and in fighting to turn out cheap merchandise they nearly strangled a market to extinction. Women simply didn't care for the shoddy, flimsy, ugly garments which the department stores and manufacturers thought they wanted.

Among the thousands of women who didn't like the wash frocks being offered in the department stores prior to 1915 was Mrs. Paul F. Donnelly of Kansas City. She refused to wear the sixty-nine cent "creations" which were being offered in the stores. Possessing a knack for running a sewing machine and designing pretty things to wear, Mrs. Donnelly began making her own frocks to wear at home. Every time the neighbors came in they ad-



Part of the office of the Donnelly Garment Co. Inset—Nelly Don (Mrs. Paul F. Donnelly)



mired Mrs. Donnelly's house dresses or aprons. "Where on earth did you get it?" was a question she had to answer many times each week by explaining that she made the frock instead of buying it.

Came Christmas shopping time in 1915. Mrs. Donnelly, like thousands of other women, wanted something "different" in the way of presents for her sisters and sisters-in-law. She could find nothing in the stores that seemed more suitable than the frocks she had been making for herself. By the time she had finished making frocks for her relatives and friends she had made two dozen. And that two dozen made for gifts proved to be the foundation of a business now known as the Donnelly Garment Company of Kansas City, Missouri, which employs fourteen salesmen and more than three hundred workers, and enjoys a national business with the highest

class department stores in the country.

Soon after Christmas Mrs. Donnelly was visited by some friends from St. Louis who had seen some of the two dozen frocks she had made for Christmas presents. They insisted that she make some for them—no matter what she might charge.

"But the idea of making and selling frocks to friends did not appeal to me as a good way to build a business, and by this time I had begun to think of going into business. The continued entreaties of my friends to make frocks for them encouraged me to believe that I could make frocks which the stores would buy," explained Mrs. Donnelly in telling how her business got its start.

"I decided to try making up a few garments and selling them to the stores in Kansas City. About this time my husband was thinking of going into the cloth glove business

and had purchased two power sewing machines for this purpose. We installed them in the attic of our little home in the suburbs of Kansas City. After a trial I found that I could do just as pretty work on the power machines as I could on my ordinary home sewing machine."

Mrs. Donnelly made up a few garments as samples and approached the buyer for one of the Kansas City stores. The buyer, a woman, looked at the frocks, listened to Mrs. Donnelly tell how the women admired her frocks, and with some hesitation placed an order for eight dozen of one model and ten dozen of another model.

After a month of hard work Mrs. Donnelly completed her first order of eighteen dozen frocks. They were delivered to the store about noon. By the time the store closed that afternoon every frock had been sold. A month's output of the "factory" had been sold in half a day!

#### He Was Ready to Buy

After this experience Mrs. Donnelly knew that her idea was commercially sound. She engaged two girls and started manufacturing her designs as fast as possible. The frocks continued to sell, and as she learned more about production she was soon able to go out after more customers. In making her second bid for business she approached one of the other big stores in Kansas City. When she showed the buyer there a certain model he almost gasped.

"Great Scott! Do you mean to tell me that garment is made here in Kansas City? Why I looked all over New York for it on my last trip. We have been nearly hounded to death with calls for it."

And so her second customer was started. Then after selling other stores in Kansas City Mrs. Donnelly went to Des Moines where she found more ready buyers. Soon she was forced to go to St. Louis to buy piece goods. The "factory" was getting on. While in St. Louis she found other outlets for her frocks among the big stores there.

All this time Mrs. Donnelly had had the helpful advice and cooperation of her husband who was a credit man in one of the Kansas City wholesale houses. He had every confidence in her idea and her ability to put it over, but the little

business had not grown to the point where Mr. Donnelly felt free to resign his position. The first year the business in wash frocks amounted to approximately \$6,000. Then President Wilson declared war and Mr. Donnelly donned khaki and went away to an officer's training camp. But the little business marched on. The following year sales more than trebled with Mrs. Donnelly carrying on without the aid or advice of her husband.

#### The Survival of the Fittest

When the war was over and Mr. Donnelly returned he saw that the business was growing so fast that he was needed to manage the financial and administrative departments, so as to leave Mrs. Donnelly free to manage the factory and design new models. He never went back for his former position, but began immediately to organize the business on a larger scale and to incorporate it as the Donnelly Garment Company.

War time prosperity, it will be remembered, was the death knell of many young business organizations. Unable to see far enough ahead the men in charge of many new concerns plunged as if the orgy of buying would continue forever. When prices dropped and demand fell off, these newly-rich manufacturers took the count, or were so badly crippled it required several years for them to stage a comeback and get down to earth again.

"The crisis in our business life came in 1921," explained Mrs. Donnelly when I asked how the new business survived the period of readjustment. "Like nearly everyone else we had more business than we could take care of in the spring of 1920. Knowing that other jobs were waiting for them, our workers very naturally fell into a rut—production was very low and factory efficiency was conspicuous by its absence. When prices began to drop our first thought was to reduce wages, cut costs, and proceed cautiously. But after a careful survey of the situation we decided to take our losses quickly, unload our high priced stocks and buy more material at the prevailing low prices and offer our customers the same quality merchandise at prices low enough to tempt buyers, even in a market glutted with merchandise.

"Our first step in this program

was to call in our factory organization for a heart-to-heart talk. We assured them that no wages would be cut provided they would show us an increase in production from the same number of machines.

"The way our people responded to this appeal was one of the most gratifying experiences in our business life. It seemed as if every operator and worker went at the work with renewed energy and a determination to turn out a better product in half the time. And they did. We cut prices in half, and doubled sales in dollars and cents, which meant that our production was multiplied by four. We did this without adding any additional overhead.

#### Why Women Buy

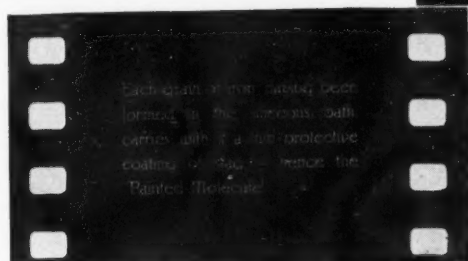
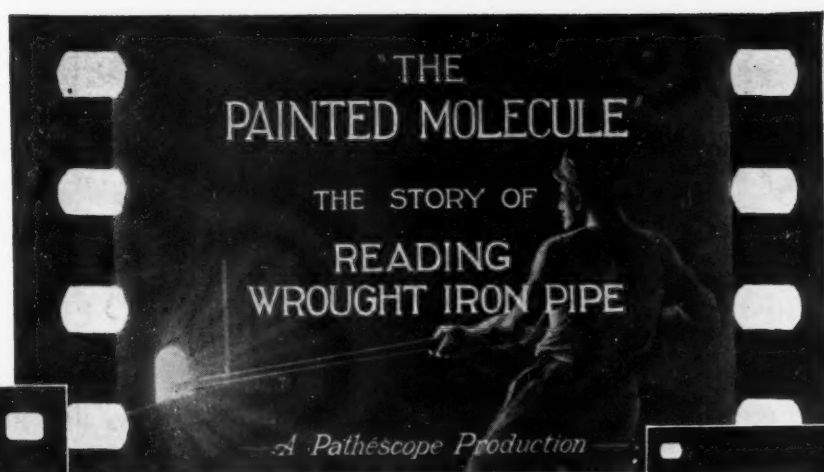
"In the fall of 1921 we designed and placed on the market a black sateen frock for house wear—something that had never been sold before. With the increased efficiency of our factory and the low prices of piece goods we were able to make a very attractive price on this model. It was the greatest seller we ever put out. In a few months we sold more than \$200,000 worth of these frocks, at a time when business in this line was supposed to be at a standstill. This model helped us over the difficulties that nearly wrecked so many concerns in 1921. The way women bought this model was proof that they will buy readily when offered something they appreciate, no matter what conditions may be prevailing."

During the first few years of the business the Donnellys did not feature a trade-mark for their frocks. But as the volume continued to more than double each year they felt the necessity of a closer contact with the consumers. To accomplish this they selected a trade-mark—Nelly Don Wash Frocks—the name which Mrs. Donnelly has since made famous.

About two years ago Mrs. Donnelly started encouraging stores to put on special "Nelly Don Weeks," and to display enormous quantities of Nelly Don Frocks. It was a daring idea—a big feature display of house dresses and wash frocks. But one by one the bigger stores saw the market which had been created and now many of the bigger stores in the country have special Nelly



**Each month another  
Pathscope  
Business Film  
is described here**



**An extremely technical subject  
dramatized and picturized  
for business purposes**

**Among those we  
have served**

Alpha Portland Cement Co.  
American Gas & Electric Co.  
Atlantic City Electric Co.  
Babcock & Wilcox Company  
Baldwin Locomotive Company  
Franklin Baker Co. (Coconut)  
Bigelow-Hartford Carpet Co.  
B'klyn. Commercial Body Co.  
Colgate & Company  
Commercial Cable Company  
Foamite-Childs Corporation  
General Electric Company  
Hills Bros. (Dromedary Dates)  
Int'l. Mercantile Marine  
Kirkman & Sons  
Lock Joint Pipe Company  
McGraw-Hill Company  
Mosler Safe Company  
C. F. Mueller Co. (Macaroni)  
National Cash Register Co.  
Ohio Power Company  
Okonite Company  
Owens Bottle Company  
Otis Elevator Company  
Postal Telegraph Company  
John A. Roebling & Sons Co.  
Robins Conveying Belt Co.  
Standard Textile Products Co.  
Tidewater Oil Sales Corp.  
United Light & Railways Co.  
U. S. Cast Iron Pipe & Fdy. Co.  
U. S. Finishing Company  
Westinghouse Lamp Company

**S**TEEL pipe or wrought iron pipe—which and why? On the correct answer may rest the saving of a new installation, to say nothing of the inconvenience that corroded pipe probably would occasion.

"The Painted Molecule" is an Industrial Motion Picture that the Pathscope Film Service has just completed for the Reading Wrought Iron Pipe Company. It is designed to show practical and technical men in the great industries which use pipe, not only the advantages of wrought iron pipe in resisting corrosion and crystallization, but the reasons for these advantages. It follows the ore through the blast furnaces; ingenious animated diagrams show the action of the puddle furnace; the wrought iron is rolled into puddle bar, reheated and rerolled into skelp, and finally formed into pipe by either the lapweld or butt weld process.

**Where the film is used**

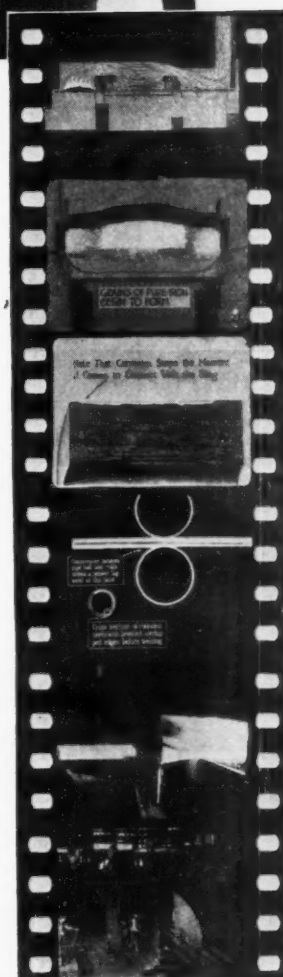
The Company has shown this picture at the Power Shows, before engineering societies, foremen's meetings, to purchasing agents, in technical schools, carried it right into the oil fields, and screened it for construction, marine, railroad and mechanical industries where large quantities of pipe are used.

A showing before the New England Purchasing Agents' Association in Boston brought forth most gratifying expressions of approval. The purchasing agent of the Boston Consolidated Gas Co. was so enthused over the picture that he arranged for its exhibition before two hundred of his superintendents, foremen and other employees. The American Society of Heating & Ventilating Engineers wrote to all of their chapters urging that they arrange to see the film.

This is but another such triumph in the production of notable Industrial Motion Pictures, as the Pathscope Film Service has already achieved for a long list of leading clients in many large industries.

Our service is distinctive in its assumption of undivided responsibility for every stage in the production of an acceptable picture. We write the scenario, take the picture, make prints on either theater-size or "Safety-Standard" narrow-width film, arrange for suitable and effective distribution and supply New Premier Pathscope projectors.

*In a few minutes, at the Pathscope Salon or in your office, we can show you what we have done for others in your industry, and show you how you can use an Industrial Motion Picture effectively. It's worth finding out and puts you under no obligation. The smallness of the investment required for a picture probably will surprise you.*



**The ideal projector for  
Industrial Motion Pictures**

The New Premier Pathscope is a motion-picture projector ideally adapted to industrial use. It is so exquisitely built that its large, brilliant, flickerless pictures amaze expert critics. It uses only "Safety-Standard" film, bears the Approval Seal of the Underwriters' Laboratories, Inc., and can be used by anyone, anywhere, any time without violating state, municipal or insurance restrictions. Weighs only twenty-three pounds and can be carried in a small suitcase.

**INDUSTRIAL FILM DIVISION**

**The Pathscope Company of America, Inc.**

Suite 1824 Aeolian Building, 35 West 42nd Street, New York

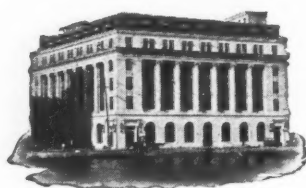
Willard B. Cook, President

Agencies in Principal Cities





# You Should Sell This House



Here is the  
Manila home  
of the Pacific  
Commercial  
Company,  
typical readers

of the **AMERICAN EXPORTER**.  
They handle everything from  
locomotives to haberdashery and  
kitchen utensils, and have  
branches and agencies in other  
cities of the Philippine Islands.  
Your sales contact with such a  
concern means something.

Multiply by 45,000 and you have  
an idea of the value you get when  
you advertise in the **AMERICAN  
EXPORTER**. You truly get con-  
tact with the "who's who" among  
importers and dealers.

You also "tell the world" you are in-  
terested in export, and imply that orders  
will be handled accordingly.

You insure your business against domes-  
tic depression.

You make every other part of your  
export sales work easier.

*Just ask us for a sample copy and details*

## **AMERICAN EXPORTER**

*Associated with Hardware Dealers' Magazine  
the hardware paper with the reader enthusiasm*

372 Seventh Avenue

New York

Don Weeks where entire depart-  
ments are given over to featuring  
the Donnelly garments. During  
these weeks all the sales girls wear  
Nelly Don Frocks during working  
hours.

Recently Mrs. Donnelly was per-  
suaded by one of her most enthu-  
siastic customers to visit the store  
in person and remain during the  
Nelly Don Week. It was during  
one of these special "weeks" that  
the writer interviewed Mrs. Don-  
nelly at the Mabley & Carew store  
in Cincinnati. Nearly half the fifth  
floor was devoted to the display and  
sale of Nelly Don Garments—every  
sales girl in the department, as well  
as Mrs. Donnelly herself, wore a  
Nelly Don frock. And Mrs. Don-  
nelly was the busiest woman in the  
store. It was a return engagement  
and many women remembered her  
from last year and came again to  
buy this year.

### **Increases Sales Ten Times**

During these "weeks" no special  
prices are advertised—everything in  
the Nelly Don line is sold at regu-  
lar prices—the only inducement  
being the extra large assortment of  
frocks which the store displays. In  
Cincinnati two large windows were  
devoted to a display of the line.  
Large space in the daily papers was  
used to feature Nelly Don garments  
and a short sketch of Mrs. Don-  
nelly's career.

"In this store we have multiplied  
sales ten times in the three years  
that we have had the account," said  
Mrs. Donnelly. "While I enjoy this  
contact with my customers it is of  
course impossible for me to devote  
very much time to traveling. I  
formerly sold the entire output.  
Now we have fourteen salesmen,  
but I am the only 'superintendent'  
of our factory and I am needed there  
to design new models for each sea-  
son's trade."

"Didn't you meet with a lot of cut  
price competition in establishing  
your business?" I asked Mrs.  
Donnelly.

"Very little. From the beginning  
of my business I always approached  
the bigger stores and I found that  
they only wanted to know that a  
line would move readily at their  
regular markup. That was all I had  
to show them, and fortunately our  
garments have always sold rapidly.  
From my experience I would say

that the bigger stores are the easier to sell, and do less price haggling, once they are convinced that your prices are fair, and that you do not cut prices. We have always maintained our prices—that is, the same quantity of garments are sold at the same discount, no matter what merchant buys them."

#### Every Knock a Boost

Mrs. Donnelly told how competitors have helped her by frantically copying some of her best models. But in copying these models they have made the fatal error of cheapening workmanship, or using cheaper materials, so that they killed their own market, for their garments would not sell in comparison with Nelly Don garments. The black sateen model which is mentioned in this article was copied by many competitors, some of whom frankly admitted that it was a copy. According to Mrs. Donnelly many buyers first heard of Nelly Don garments through rival manufacturers whose salesmen tried to sell their garments by claiming to have exact copies of Nelly Don models.

"By constantly bringing out models to tempt our women customers we have nearly eliminated the seasonal peaks which so many factories in the garment industry have to contend with. Our factory runs the year round with no reduction of workers at any time," said Mrs. Donnelly, in explaining some of the features of her business.

Mrs. Donnelly's ideas on merchandising are simple in the extreme. "We know very little about salesmanship as the average salesman considers it," she said, "we have simply learned what women want, and have tried to give it to them at fair prices and that's about all you can say."

A wage dividend for employees amounting to \$33.75 for each \$1,000 of wages covering a period of five years up to January, 1924, was voted at a recent meeting of the directors of the Eastman Kodak Company. The total dividend to be paid out is \$2,400,000. This marks the twelfth year the wage dividend has been in force in the Eastman Company. Through a stock purchasing plan, more than 12,000 employees are part owners in the company.



## His Majesty, the Consumer!

**B**ACK in the halcyon days "before liquidation," the Consumer didn't count. The manufacturer was sitting on top of the world. It was a seller's market.

Today, the Consumer is the controlling factor. His preferences and his buying habits determine sales and advertising policies.

And who is His Majesty? He is the *average man* with whom you rub elbows every day—the man who does the bulk of the world's buying.

Intensive effort to win the Consumer is the price of volume sales.

We have cultivated his close acquaintance for many years—in rural, small town and big city environment. We have studied his likes and dislikes. We know his habits of thought; the appeal to which he responds. Our far-flung surveys keep us constantly in touch with him.

If you want to do business with him on a big scale, we can help you get your goods on his "preferred list."



## JOHNSON, READ & COMPANY INCORPORATED *Advertising*

202 SOUTH STATE STREET, CHICAGO  
Charter Member American Association of Advertising Agencies

# PRINTERS' INK

Registered U. S. Patent Office  
A JOURNAL FOR ADVERTISERS  
185 Madison Avenue, New York City

VOL. CXXVI, No. 8 NEW YORK, FEBRUARY 21, 1924

10c A COPY

B. A. I. S. 1923 with  
N. W. Ayer & Son



*Down from Canada Came  
Tales of a Wonderful Beverage!*

SO RAN the headline of the first real advertisement on "Canada Dry" ever printed in this country. It was published in the New York "Times," April 29th—less than one year ago.

The morning after that advertisement appeared, three New York jobbers telephoned orders totaling 500 cases. In thirty days the plant was working over time. In ninety days, it was 300% oversold. During almost all of 1923 the orders were five to ten times the capacity of the New York plant.

A new plant was built at Hudson, N. Y., and turned over for the first time two weeks ago. At the time the plans were drawn, it was thought that this plant would be large enough for all future needs. But it has already been necessary to order a new unit, for orders booked during the first month of 1924 were twice those received during all of 1923.

There is no doubt that "Canada Dry" is the greatest retail success in recent years, if not of all time. The copy was written and the merchandising plans formulated at Advertising Headquarters.

**N. W. AYER & SON**  
ADVERTISING HEADQUARTERS, PHILADELPHIA  
BOSTON NEW YORK CHICAGO  
CLEVELAND SAN FRANCISCO





Full page exclusively in the Rotogravure Picture Section  
of the Sunday edition of The New York Times  
Under an annual contract for 15,000 agate lines, the cost  
of this advertisement was \$ 3833.20



# How Our Advertising Is Creating a New Market for Chain

Trade Paper and Direct Mail Advertising Campaign Designed to Show Trade Greater Market for a Neglected Item

By Charles M. Luthy

Sales Manager, Chain Products Company, Cleveland

**A**N interesting campaign to enlist the interest of hardware dealers in an item that is likely to be overlooked among the thousands of items usually found in hardware stocks is being conducted by the Chain Products Company of Cleveland. While chain and chain products may form a sizeable item of the average hardware stock, it is a fact that dealers and jobbers are prone to neglect chain simply because it is such a staple item, apparently lacking in the features that would permit promotional activities to increase sales, or create increased demand.

Some time ago we brought out a new type of container which was illustrated in "Sales Management" Magazine at the time. This new container is an ordinary keg, but is equipped with a special slot that prevented the chain from slipping back into the keg. This little feature gave us an added selling feature—something to talk about, if you please. It lifted our chain out of the rut because the container actually facilitated the handling of chain in a retail store.

## An Overlooked Opportunity

This container met with the approval of the retail trade and brought our products to the attention of many retailers who had previously given little thought to the particular brand of chain they were buying. But we felt that further promotion would bring about a greater interest and consumption of chain if the jobbers and dealers could be shown the sales possibilities of chain and chain products.

To bring this about our company inaugurated a trade paper advertising campaign designed to "sell" the possibilities of greater chain sales and profits to our wholesale and retail customers. An analysis of the market for chain showed that the

general line contained many items which had a pronounced seasonable demand, but which were likely to be overlooked by the dealer. For instance, it was entirely possible that

and the chains lost or broken—or perhaps put to other uses. In March there is a big demand for tie out chains, in April coil chains are needed, and June marks the peak of the demand for sash chain.

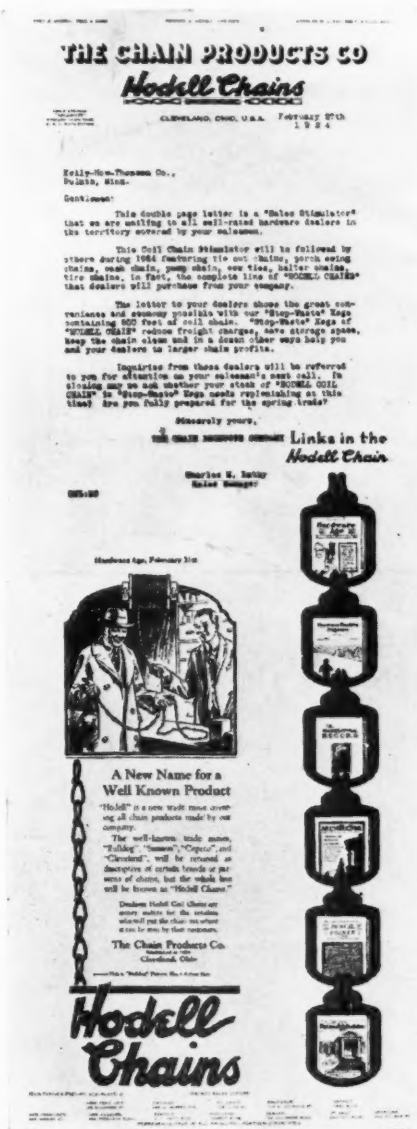
Each advertisement in the trade papers is designed to stimulate the interest of dealers in the particular chain which is likely to be most in demand a short time after the advertisement appears.

## How Direct-Mail Is Used

The various chains of this company were formerly marked under a variety of trade names such as "Bulldog," "Cepeco," "Sampson" and "Cleveland." In order to identify the entire family of chains, a new trade name was selected and this name—which is "Hodell Chains"—will be featured in all the advertising. The first advertisement announces the new name, but explains that the old names will be retained as descriptive of certain types of chains, but that the whole line will be known as "Hodell Chains."

To back up the trade paper advertising a direct mail campaign is being used. This campaign is directed at both the dealers and the jobbers, and consists of a series of mailing pieces which are an adaptation of the usual style of four-page letter, differing from it only in that the sheet folds at the bottom of the first page instead of at the side.

The letters to the jobber announce the company's intention of mailing another series of double-page letters to all the jobbers' customers, and outlines the campaign which is to appear in the trade papers. Each letter carries a reproduction of one of the trade paper advertisements, and a list of the trade papers in which the advertising will appear. The company offers to refer all inquiries from dealers to the jobbers for follow-up.



The letter campaign goes to both the jobbers and retailers

the dealer might forget all about the hundreds of porch swings that might be made usable if equipped with a new set of chains. During the winter porch swings are often stored in cellars, attics, or outhouses

# Using the Strong Salesmen to Help Tail Enders

(Continued from page 776)

fact, I actually read him the letter on prices and before I got through with him he wanted to know how many ranges in a carload."

You can imagine that we lost no time in passing this report along to the other salesmen. When we had our men in for the holidays I noted particularly that they were talking among themselves and discussing the answers and coming in personal contact with all the others for more definite information on different subjects. In other words, they interchanged ideas among themselves more than ever before, so I feel the plan was worth while and a big help to all of our salesmen.

## Passed Up Theories and Used Facts

Frankly, I cannot help but feel rather proud of our men for the way they responded to this plan. It shows that the men on the average sales force are thoroughly capable of helping themselves if encouraged to think along certain lines. Salesmen are, as a rule, intensely practical fellows, inclined to think along practical lines, and if we merely guide their thoughts and encourage them to work out new plans and methods, or to use the old plans, I feel that more can be accomplished than in feeding them a lot of abstract discussions on the theory of salesmanship.

Perhaps some of the letters we received from our men will be interesting to readers of "Sales Management," so I am going to include one sent in by our Mr. "D" on Subject No. 7—"Dealer Not Buying, Too Much on His Books—Farmers Must Pay Cash."

"The writer would not hesitate to put up a verbal argument on any of the ten subjects, but realizes his shortcomings as an essay writer, nevertheless, in his crude way, he is going to explain how he handled subject No. 7.

"Dealer Not Buying—Too Much on His Books Now—Farmer Must Pay Cash. This condition was brought on solely by Mr. Dealer himself. In his eagerness to get business he was willing to give unlimited credit—then extend same with notes, and fearing to lose his customer by pressing payment at maturity, he renewed from year to year, until he

arrived at the end of his resources and could go no further. To this chap I relate this story:

"A dealer, realizing he must collect a note that had been renewed often, told a banker friend what he was going to do—he was going to collect a farmer's note that day—and it might be necessary to call the banker on the phone, but that he (the dealer) would do all the talking at the other end of the phone. Later in the day he saw this man and said, 'John, I came to collect that \$150 note due today.' 'I'm sorry,' said the farmer, 'I haven't the money, so you will have to renew it.' 'I cannot,' said the dealer, 'I have a bill due today for \$150, and I promised to pay—told my party that your note for the same amount was due today, and that you were reliable and would pay.' The farmer insisted he could not pay the note that day—but finally said he could probably pay \$100 and the balance in thirty days.

## Helping a Buyer Collect

"'Let me call up my man and see what he has to say,' said the dealer, and after getting connections with his banker friend, said, 'Say, Mr. Smith, you recall that bill I promised to pay you today—the party I told you would pay his note today is here now and says he simply cannot raise the entire amount now. Can you let me off on part of that bill until a little later? Really, Mr. Smith, I don't know where else I could raise the money—suppose I pay you \$100 today and the balance in thirty days—wait and let me ask him.' 'Mr. Farmer, could you pay the balance in ten days?' 'Well I'll try,' said the farmer—"yes, tell him I'll do that."

"In less than an hour the farmer handed the dealer \$150, saying, 'I never knew you had such a time paying your bills—thought you had plenty of ready money—darned if I'll ever ask you to renew a note for me again.' Some time later the dealer inquired of a friend in another bank, as to just what amount that farmer had on savings account, and confidentially was informed that he had \$2,500. The dealers, especially the hardware dealers, have been usurping the banks' legitimate trade

by extending credit and renewing notes.'

"I have many a heart-to-heart talk with my dealers—it's easy to talk to them on credits, they appreciate your interest in their business other than sell—sell—all the time. When the dealer claims there is no money in the country, I always cite him to the many new automobiles owned by farmers—for which they pay CASH, and show him where the automobile man is a better business man—he sells for cash—while the other dealers sell—and charge. Put the same selling method, effort and energy into selling farm implements and Majestic ranges and you'll succeed. Don't worry about losing a customer by pressing him hard for his past due account—your competitor has the same trouble. I like to help the dealer solve all his troubles—that interest paves the way to increased future business."

According to a survey recently made by the Crowell Publishing Company, five concerns spent more than \$1,000,000 each in 1923 for magazine advertising. This covers advertising inserted in thirty of the leading national non-farm magazines. The firms are: Campbell Soup Co., Colgate & Co., Procter & Gamble Co., Congoleum Co., and Victor Talking Machine Co. In 1914 the largest advertiser was the Procter & Gamble Company, whose expenditure that year was \$620,426, whereas the largest advertiser in 1923 was the Campbell Soup Company, with an expenditure of \$1,400,350.

According to this survey, there is no indication of the curtailing of expenditure by the seventy-five leading advertisers, which is said to indicate an unusually favorable outlook for business during the balance of 1924.

One of the facts brought out in the survey is that the greatest expenditure during 1923 was made by the automotive industry, with a total of \$14,584,866. Drugs and toilet goods were second with \$13,900,390; foods and beverages were third with \$12,766,692. The total expenditure for national advertising by twenty-three main classes of business was \$98,180,823.





MURAL  
ADVERTISING

RW

RUSLING  
WOOD



It takes a long time to learn to  
do a good thing quickly



LONZO CANO, the Spanish sculptor, made a statue for a business man. It took him twenty-five days. The merchant thought the price was high for twenty-five days' work. The sculptor's reply is classic. It sets up for all time the only standard for measuring the work of a specialist.

He said:

*"It took me twenty-five years to learn to make that statue in twenty-five days."*

In my own modest way that is the method by which I work. What I sell is not just so much lithography. It is advertising, advertising in the form of posters and window displays. It has vital, living, compelling ideas in it that give it power to influence men's minds, to give them new ideas about your products.

If it has this, it is worth something more than the ordinary poster advertising. If it hasn't, it is worth nothing.

Every poster I make has in it twenty-five years' experiment and study. If I have the opportunity of talking to you at all, I want to talk as a specialist in poster advertising.

© 1924, by Rusling Wood

RUSLING WOOD, 218 William Street, New York

# Some Comments on Pollyanna Advertising Illustrations

"Overjoyed" Men and Women in Advertisements are Targets for Many Ironic Paragraphs

*By a Bored Reader*

THE other day I ran across an advertising illustration, showing a young and rather attractive person in the act of cleaning a window with the product advertised. And, believe it or not, she was not smiling with that tickled-to-death expression, either at the window or the product. Instead, she had the somewhat pensive and slightly bored cast of countenance that people do assume under the circumstances, and the advertiser wholly failed to give the impression that washing windows was the most delightful occupation on the face of the earth. I asked the Missus about this, and she replied that the picture looked like sense to her. Then she thumbed through the magazine and made sundry caustic remarks on the other ladies represented as quite unable to restrain their feelings over a can of paint or a package of soap powder.

## The Missus Waxes Sarcastic

Now the Missus is fairly typical of a large group of consumers. She has the job on her hands of managing a household of six people, three of whom are children, the youngest four years old. She is more interested in advertising than most, no doubt, but she is not and never has been in the advertising business. She has a very definite business interest of her own in the management of the aforesaid household, and very little time or inclination for the discussion of business problems outside of it. Her remarks on the subject of the overjoyed ladies can be taken, I think, with at least a degree of significance. And, boiled down, they amounted to this:

"Those Cheshire cats don't exist anywhere outside somebody's imagination. I'd like to see myself grinning with delight over the job of scrubbing out the bath tub, and telling Tommy with a pleasant smile to 'never mind' when he dumps the strawberry jam on the clean table cloth! No real woman does, either.

No real woman can see herself in these pictures, and what good are they if she doesn't? Look at those kids clasping their little hands with delight because papa bought mama a vacuum cleaner for Christmas! Can you see our kids doing it? You can not. It doesn't ring true."

## Illustrators Need Restraint

Now it strikes me that there may be a grain or two of sense in those remarks, which, incidentally, have been softened a good deal in the paraphrase. It isn't a matter of enormous importance, of course, and there is no reason to get excited over it. But if the reader can't "see herself" in the situation portrayed, it really isn't of very great value as an inducement for her to use the product. If it goes far enough to arouse her sense of the ridiculous, it may do positive harm. In either case the advertiser has failed to do what he set out to do, and a lot of expensive space has been used to no purpose, when it might as easily and as cheaply have been made effective.

If advertisers are going to use what they call "human interest" illustrations, they ought to observe human beings a little more closely than many of them do. This applies to both sexes, for I think the grinning men in the advertisements are, if anything, a trifle more offensive than the dental ladies. There may be a man or two in existence whose soul thrills with rapture over the acquisition of a new shaving soap, or a patent clothes rack, or what not, but the majority of us ordinary mortals take our pleasures more restrainedly. And we somehow feel that the man with the expression of just having swallowed the canary isn't us. He would be a good deal more convincing if it wasn't a moral certainty that the next circuit of the lather brush would end up in his mouth.

The fact is, of course, that there are a good many ways to express pleasure and satisfaction aside from

# Space Buying

*Based on  
Facts and Figures*

The profitable buying of space is more than just knowing the circulation and rate of a publication.

While these two items are necessary, there are many other angles that enter into the selection of mediums such as: territory covered, purchasing power of readers, retail outlets, which might all come under the term of Market Analysis.

It is the job of the Space Buyer's Analyst to dig into every angle of a publication's circulation, the market it covers and the buying power of its people.

We are supplying a real and hitherto unfilled need in the advertising world and any executive who has the power of purchasing space in newspapers, magazines or trade journals should acquaint himself with the work we are carrying on.

If you will write us on your business letterhead, we will gladly mail you the current issue of the **SPACE BUYER'S ANALYST** free of charge, so that you may better judge what kind of a publication it is, the field it covers and the service it renders.

Address your communication care of Circulation Department, **SPACE BUYER'S ANALYST**, 324 West 42nd Street, New York City.

## SPACE BUYER'S ANALYST

*"The Magazine of Advertising  
Facts and Figures"*

324 West 42nd St., New York City



If you  
are selling  
something to men . .  
advertise it  
to men . .  
in the magazine  
that has  
the largest  
**IDENTIFIED** circulation  
among men

***The Elks***  
***Magazine***

**850,000 Identified Circulation**

50 East 42nd Street, New York City

the broad and toothsome smile that adorns so many faces in the advertising pages, and the Pollyanna motif can very easily be worked to death. It is not at all difficult to secure illustrations that are in keeping with the facts of experience, and it is sometimes wise for the advertiser to curb his own enthusiasm for the sake of getting real human beings into the picture. From his point of view, of course, the product is the most important item in the cosmic scheme of things, but it isn't always wise to betray that fact too obviously. Some consumers have a sense of humor.

### How Simmons Coined His Famous Hardware Motto

The origin of the slogan, "The recollection of quality remains long after the price is forgotten" is told in a recent installment of "Forty Years of Hardware," by Saunders Norvell, in "Hardware Age."

It was Mr. E. C. Simmons, former president of the Simmons Hardware Company of St. Louis, who originated and adopted this slogan for his house. During a summer vacation spent in Oconomowoc, Wisconsin, Mr. Simmons went into a barber shop where he received an exceptionally good shave.

"You have an excellent razor. Let me see it," he remarked to the barber.

Mr. Simmons inspected the razor and asked what the barber had paid for it.

And the barber answered, "I do not remember the price, but I will never forget the quality."

Out of these words the slogan, "The recollection of quality remains long after the price is forgotten," was evolved. It was first printed in a booklet called "That Devil: Doubt," in the form of a question, but was later changed to the declarative form.

Mr. Simmons frequently embodied slogans and mottoes in his correspondence. One of his favorites was "Molasses catches more flies than vinegar." Another favorite quotation was "Promptness is the essence of all good business."

"The recollection of quality remains long after the price is forgotten" is still the slogan used by the Simmons Company.



# TRADE MAPS AND SURVEYS—

## *For Commercial Conquests*

Accurate, comprehensive, up-to-date trade maps and reports are as essential to a modern successful merchandising campaign as military maps and surveys are to the conduct of war.

The Merchandising Service of The Chicago Daily News supplies just such exact and detailed information to reliable advertisers. This is but one of the many functions of this supremely practical service, acting in intelligent cooperation with the advertiser who desires to extend his trade territory.

Manufacturer, Dealer and Consumer are linked by the advertising and merchandising service of The Chicago Daily News as by no other agency. The Daily News Merchandising Service promotes dealer acceptance and maximum distribution; Daily News advertising creates consumer desire and promotes maximum sales.

## THE CHICAGO DAILY NEWS

*First in Chicago*



## What is your investment in salesmen's samples?

**S**ALESMEN'S samples while on the road are constantly in danger—unavoidable danger of loss, damage, theft.

Don't risk your *investment* too. North America Commercial Travelers' Baggage Insurance covers the samples of an individual salesman or of the entire force.

At small cost you can protect yourself against loss of the money invested in salesmen's samples.

Ask your Agent or Insurance Broker  
to get you this protection

## Insurance Company of North America

PHILADELPHIA

Founded  
1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your letterhead

Insurance Company of North America  
Third and Walnut Streets  
Philadelphia, Pa., Dept. X4

Name .....

Street .....

City ..... State .....

Wants information on Commercial Travelers' Baggage Insurance

## Code Expedites Telephone Selling

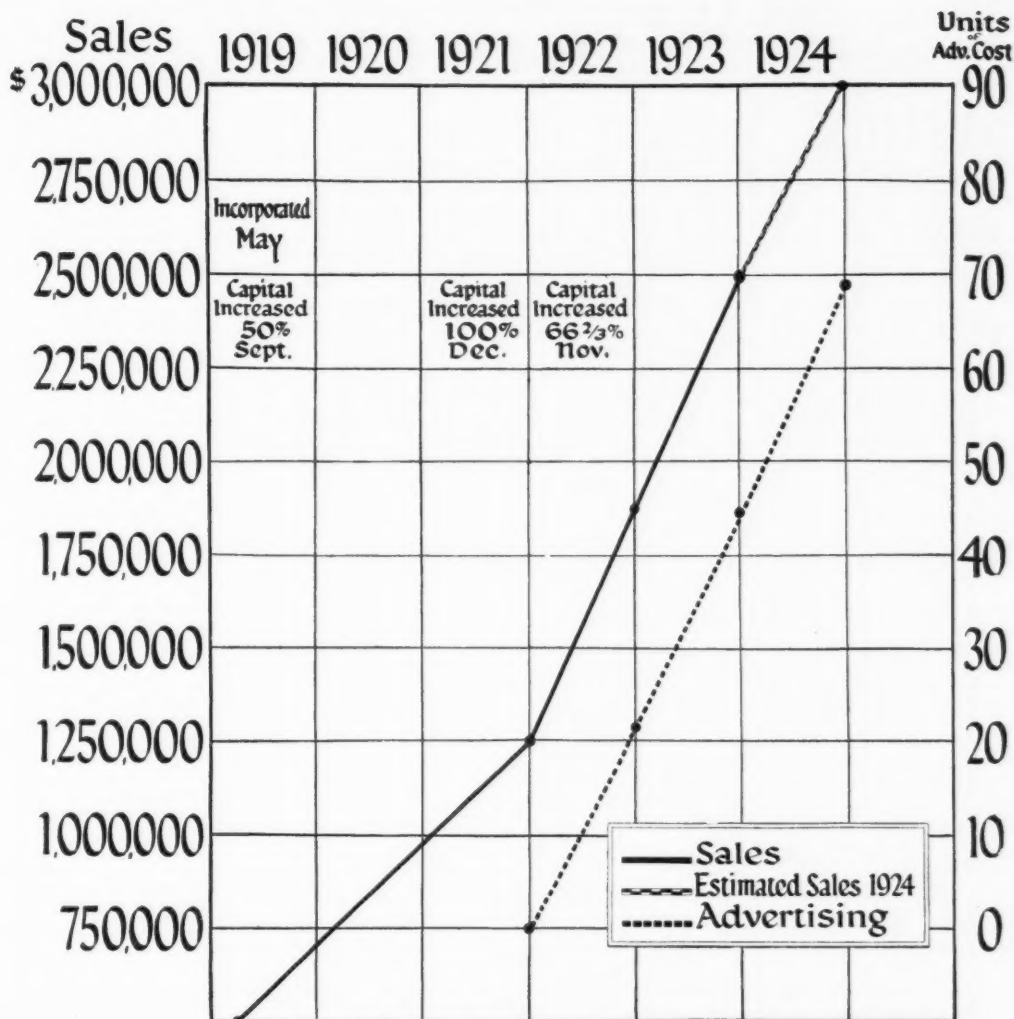
**A** PLAN that is of considerable benefit to any one who calls the same parties by long distance telephone at frequent intervals is used by the branches of the United Fruit Dispatch Company in selling to their customers in nearby cities.

The plan is, briefly, to make out a list of regular long-distance calls, giving the name of the company, the address, the local telephone number, and the party desired for each call, then assigning a number or other code mark for each call. A list of these calls is filed with the long-distance telephone operator and a duplicate is retained in the office. Then when it is desired to communicate with any one or several of the parties on the list, the one making the call merely gives the code number instead of the detailed information commonly required.

### Economy in Time and Effort

The Detroit office of the United Fruit Dispatch Company, for example, sells to grocers, fruit stands, and others in cities and towns within a radius of about 150 miles and does all the selling by long-distance telephone. It is therefore necessary for the sales manager to make many long-distance calls every day and to make the same calls at frequent intervals.

By using this plan of filing a code list, the sales manager is able to secure all his connections with a minimum of delay, annoyance and error. In the morning, when he is ready to make his calls, he merely gets the long-distance operator and says: "This is the United Fruit Dispatch Company. This morning I wish to call our code numbers four, sixteen, twenty-three and nineteen," or whatever numbers he desires. He hangs up and the long-distance operator, who has all the details written out before her, begins to give him the connections. She watches his signal and thereafter he has to do nothing but answer the telephone when it rings, for the long-distance operator makes the connections as fast as he is ready for them, without his having to call again.



## Sales Doubled in 2 Years!

**T**HIS graph shows the exact history of a National Periodical Advertiser. It visualizes the vital relation between sales and advertising.

Note how the two curves paralleled each other right from the very start of the advertising.

In 1923 the advertising was doubled. And, the sales increased in the same measure as the previous year.

In 1924 the advertising is being doubled again and sales are up and up—still doubling and doubling.

If you want the name of the above client and detailed particulars of just why this phenomenal growth is sound and permanent, write, wire or phone us today. We will also tell you how we have helped other business leaders capitalize their opportunities.

### CHAPPELOW ADVERTISING CO.

1709 WASHINGTON AVE. ST. LOUIS

527 DIXIE TERMINAL BUILDING - - CINCINNATI

Member American Association of Advertising Agencies



## —In Washington!

**\$384,000,000.00**

*spent by readers of  
The Sunday Herald*

The Washington Sunday Herald with 128,000 circulation, is the biggest newspaper in the Sunday field.

It is the leading Sunday paper in the national capital.

99% of this circulation is within three hours ride of Washington.

Taking \$3,000 as the average income, this means the readers of the Sunday Washington Herald spend \$384,000,000.00 a year for

**Food  
Clothes  
Housing  
Fuel and Lighting  
House Furnishings  
Miscellaneous**

If you are selling something that you want the people in the Washington territory to buy, and you are going to advertise it on Sunday, there is only one answer, and that answer is: "Nothing takes the place of circulation." (The Sunday Herald has 28,000 more circulation than its nearest competitor.)

**Washington Sunday Herald**

G. LOGAN PAYNE  
Publisher and Gen'l Manager

Represented by  
PAYNE, BURNS & SMITH  
New York, Boston

G. LOGAN PAYNE CO.  
Chicago, Detroit, St. Louis, Los Angeles

## Inquiry Follow-ups that Pave the Way for Salesmen

**Ten Sales Executives Give Their Experience in Turning Inquiries Into Sales**

*Editor's Note*—So many more letters have been received since the March issue went to press answering the query put to 130 of our subscribers on "Does Sending Printed Matter Ahead of Salesmen Steal Their Thunder?" that we are printing here another group of opinions on this point of sales policy. Although most of the judgments expressed point out qualifying factors, the replies received run about two to one in favor of sending printed matter out before the salesman calls.

**By W. H. ROMETSCH, JR.**

Asst. Sec. and Treas., Fletcher Works  
Philadelphia, Pa.

We have found that it is advisable to send printed matter immediately upon the receipt of an inquiry. We believe that when a prospect asks for information concerning our machines he is actually "hungry" to get information, and is very much disappointed if he receives a letter from us merely stating that a salesman will call as soon as possible.

It frequently happens that we are not able to have a salesman call for several days, and in the meantime there is a good chance of our competitors closing the order. If, on the other hand, we send literature with our answer to his inquiry, his interest in our equipment will be increased, and in all probability he will await our salesman's call before doing anything.

On inquiries from our home town, however, we very often send a man to call immediately, as we have found that personal interviews are much more satisfactory than letters where they can be attended to immediately.

**By W. E. STILTZ**

District Manager, Acme Card System Co.  
Philadelphia, Pa.

There isn't a question in my mind as to the correct method of procedure in reference to the following up of an inquiry.

Although one may mail to a prospect any advertising literature that bears upon his needs, the first thing to get in front of your prospect is a salesman who is capable of diagnosing the prospect's ailments.

This has always been my method of proceeding and due to the fact, that we, like the majority of concerns having strong competition, I find that personal contact in this particular instance, pays far better than duplication of your advertisement.

**By G. C. CUNNINGHAM**

Secretary, Pioneer Glass & Paint Company  
Omaha, Nebr.

As far as this company is concerned, we have no hesitancy in sending out to prospective customers any literature or samples of the material concerning which they may make inquiry, or that which we would endeavor to sell them. Frankly, if a salesman has to base his sales argument, sales talk and persuasiveness on "canned information," he is a misfit in present-day selling. We consider it a pleasure, not only to send what information we have pertaining to the material in question, but the samples as well, if necessary.

We do, however, endeavor to get in touch with our salesman immediately, either by telephone or telegraph providing, of course, the inquiry in itself would justify the expense of a special trip. At the time the inquiry is received our representative with his week's mail then receives a copy of our communication as sent to the prospect so he can govern himself accordingly.

**By J. G. BARRETT**

District Manager, The Hoover Company  
North Canton, Ohio

We answer inquiries by having the salesman deliver the booklet or printed matter. We know from seven years' experience with such inquiries that the inquirer wants a great deal more information than any printed matter will give.

We also know that we had better not let the inquirer's interest cool because it gives an opportunity for competitors to get in before we can

*(Continued on page 827)*



CLINCH THEIR STEADY BUSINESS



## Let your customer's credit be your — LOCAL SALESMAN

by allowing your accredited jobbers and dealers to draw from your stocks in Cotter Warehouses.

Making purchases easier and deliveries more prompt is one of the strongest pulls toward insuring repeat orders any sales manager can operate.

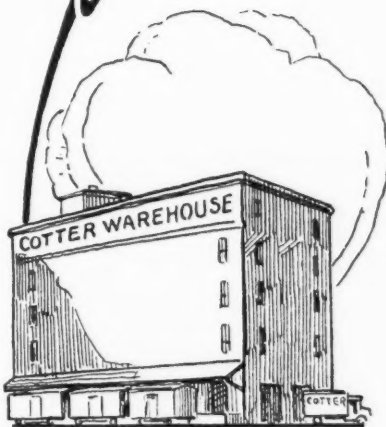
Cotter warehouse and Distribution service functions like a private district office and warehouse in this respect: You supply us with a list of your accredited customers. These customers are notified that your goods may be had in any quantity, delivered to their door by 'phoning or sending their order to our warehouse (Akron, Columbus, Mansfield, Toledo). We send you a Delivery Report together with the customer's order which notifies you the order is delivered. Regular stock inventory reports give you a constant check of your merchandise on hand.

This special service is truly economical because it eliminates packing and shipping the many small orders which usually must go by express or parcel post. It eliminates office routine both for the buyer and yourself. Many manufacturers have adopted it because of its marked sales stimulating effect resulting from the mutual confidence manifested between customer and manufacturer.

Write our executive office today for complete information on how we can serve your special requirements.

*Call your Traffic Manager's attention to our ad on this service in April 5th issue of Traffic World*

*The* **W. L. COTTER WAREHOUSE Company**  
Established in 1882  
Akron, Columbus, Mansfield and Toledo  
Executive Offices at Mansfield, Ohio

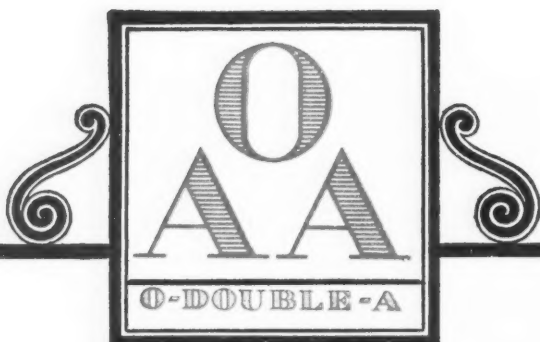


**Cotterage**  
FOR CENTRAL STATES  
DISTRIBUTION OF MERCHANDISE

OPERATING EIGHT MERCHANDISE  
WAREHOUSES LOCATED IN THE  
RAILROAD CENTERS OF OHIO



# In Advertising



## Cost of One Month's Posting in Cities that Lead in Prosperity

We list here the cities which have every prospect of being the best trade centers from all commercial reports.

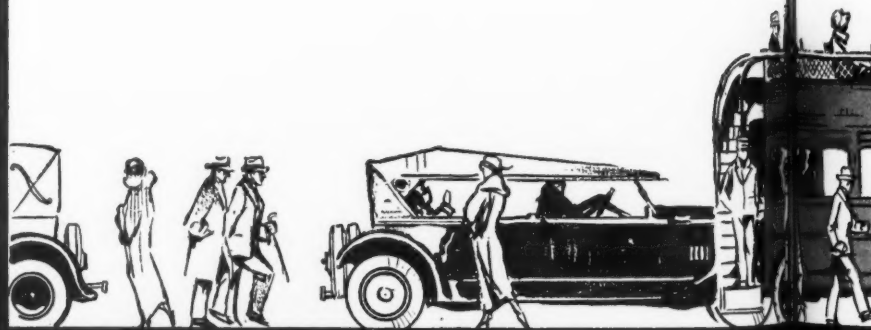
### Most Prosperous Cities for April

	Pop. in Thous.	Cost of 1/2 Show- ing	No. of Reg. Panels	No. of Spec. Panels	Total No. of Panels
Boston, Mass.	748.	1,216.00	80	20	100
Buffalo, N. Y.	506.	1,011.00	40	20	60
New York City, N.Y.	3,426.	3,000.00	88	62	150
Newark, N. J.	414.	584.00	30	10	40
Cleveland, Ohio	888.	1,092.00	40	26	66
Toledo, Ohio	243.	367.20	26	6	32
Atlanta, Ga.	230.	367.20	26	6	32
New Orleans, La.	387.	459.20	36	8	44
Chicago, Ill.	2,701.	1,875.00	116	30	146
Milwaukee, Wis. [Dist]	499.	672.00	40	12	52
Indianapolis, Ind.	314.	516.00	30	10	40
Detroit, Mich.	993.	1,590.00	44	36	80
Denver, Colo.	236.	381.60	28	6	34
St. Paul, Minn.	234.	499.20	36	8	44
Minneapolis, Minn.	380.	499.20	36	8	44
Dallas, Texas	159.	358.20	19	6	25
Houston, Texas	138.	249.60	18	4	22
Seattle, Wash.	339.	675.00	17	17	34
Los Angeles, Calif.	900.	1,650.00	39	39	78
Portland, Me. [Dist.]	78.	152.40	12	2	14
San Francisco, Calif.	650.	1,250.00	30	30	60

### Our Department of Painted Display Is at Your Service

Painted displays and Poster advertising complement each other. Painted advertising may be used alone, to supplement posters or as an alternative of approximately the same cost, in any cities where poster advertising is immediately oversold and therefore unobtainable.

Painted display is readily adapted to local conditions. It is possible to bring painted display closer to the point of distribution. Particularly painted walls—dealer store spaces—and drug store walls. We will gladly co-operate with you in this matter.



# OUTDOOR ADVERTISING

## Poster Advertising

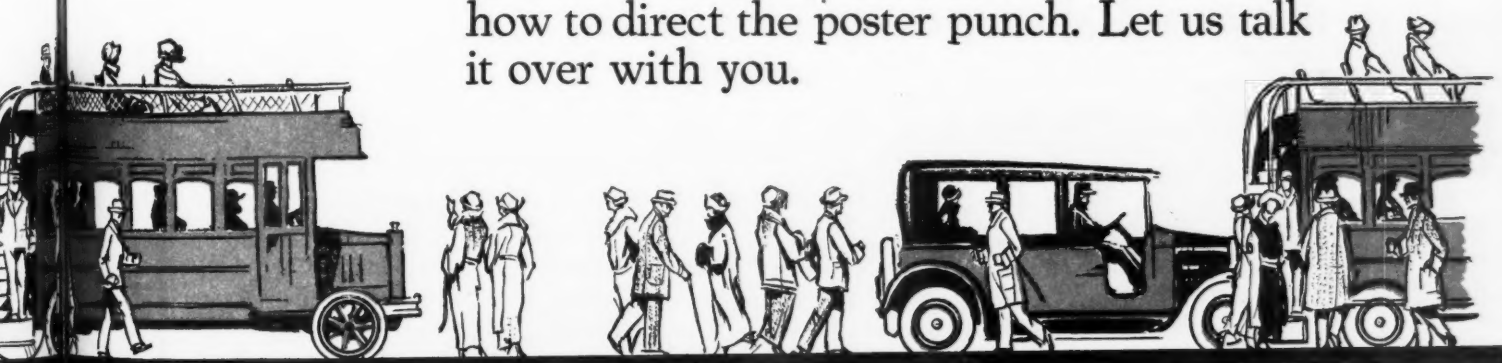
8 Des  
Chic 60



# Favorable Attention is Half the Battle

The outdoor frame of mind is wide open to impressions. That is why the *Poster* has such an effective punch.

O-double-A is an institution that knows how to direct the poster punch. Let us talk it over with you.



ADVERTISING AGENCY  
OF AMERICA, INC.

Successors to  
VAN • B • NORDHEM CO.  
3 West 40<sup>th</sup> St. New York  
Chicago San Francisco Pittsburgh

*Painted  
Displays*

# How The Detroit News Serves Advertisers



**T**HE DETROIT NEWS renders advertisers every possible assistance within the province of a newspaper. Because of its wonderful coverage of the city, its known result-getting ability and its standing in the community, an advertising campaign scheduled in The News is of itself the best entering wedge to the dealers and retailers of Detroit and suburbs.

To keep dealers informed of your advertising, The News issues **The News Booster**—an eight-page illustrated magazine, mailed monthly to 14,000 jobbers, business executives, etc.—to practically every merchant in Detroit and suburbs.

**The Booster** is one of the liveliest and most widely read newspaper co-operators in America, because it prints **REAL NEWS**. **The Booster**

has its own staff of reporters. It publishes no free puffs; it prints only news of genuine business interest.

Another important help to national advertisers printed by The News is its **Information for Salesmen**—a 16-page booklet containing a large city map, lists of jobbers and principal retailers, hotel rates, transportation itinerary, and other valuable information about Detroit. These are given **FREE** to new salesmen entering Detroit.

The News also issues a large retail **Salesmen's Guide and Route Book** for those who need it.

Located at the junction of Lafayette Boulevard and Second Avenue, News Square, The Detroit News occupies a full city block and is the largest plant exclusively devoted to newspaper publishing in the world.

## An Invitation

The Detroit News cordially invites you and your Sales representatives when in Detroit to visit the National Advertising Manager of The Detroit News for any counsel or assistance this newspaper can give. The National advertising Department makes a specialty of assisting sales crews and their managers working in Detroit.

# The Detroit News

News Square, Detroit, Mich.

National Advertising Representatives

I. A. Klein, 50 E. 42nd St., New York.

J. E. Lutz, 1110 Tower Bldg., Chicago.

Over 280,000 Circulation Daily—Over 300,000 Sunday

hear from the inquirer. Our salesman calls, leaves his Hoover sweeper on the front porch or somewhere out of view of the prospect, delivers the literature, and asks some questions of his own, the nature of which depends entirely upon the type of prospect.

Personally I would rather have a salesman call than to have printed matter sent to me because in much of it the things I want to know are not answered. Printed matter cannot answer each individual's questions.

**By HARVEY T. GRACELY**

The Marion Steam Shovel Co.  
Marion, Ohio

As a buyer of printed matter I usually like to have the firm to whom I send my inquiry write me first, rather than send a salesman, for I may want to consider some things before I am ready for an interview. However, as a seller of steam shovels I usually urge the salesmen to get on the job as early as possible after the inquiry is received, working on the theory that the first man on the job usually has the inside track.

Even though I urge the practice of an immediate call, yet in all truthfulness, I couldn't say that the fellow who calls on me first has much of an advantage over the one who calls last. The prospect and the commodity sold has a whole lot to do with it and what fits one case won't fit all others. Men who are associated with manufacturing concerns usually make thorough investigations before buying, for they are schooled to do things in that way. Some of our prospects, on the other hand, are men who can be sold at the first interview, especially if they are in need of equipment quickly. In our line men do not often buy until they have actual need for the equipment and it is for this reason that we urge haste in getting on the job after the inquiry is once received.

As a general practice I presume that more business would be obtained by salesmen getting on the job quickly rather than sending literature in advance, and if it does nothing more, it shows a decided interest on the part of the seller to take care of the needs of the prospect in rapid fire fashion.

**By J. R. SPENCER**

President, Hogan-Spencer-Whitley Co.  
Erie, Pa.

We should think that an answer to this question would depend greatly upon the nature of the product and the channels through which it is marketed.

In our own business, which is the manufacture of washing machines, we do not follow any set rule but act according to the inquiry. If we get a promising inquiry from a well rated concern in a good territory where our product is not properly distributed, we go even further than either of the plans outlined in your letter. We send a sample washing machine to the dealer via prepaid express, write him that we have taken this liberty, so that our salesman, whom we are instructing to get in immediate touch with him, can more intelligently explain our product. Then we ask the dealer to withhold any action until our salesman arrives, but gives him no information in our letter.

Except for cases of this kind, however, we always send descriptive literature and leaflets with our answers.

**By HENRY M. ELLIOT**

Sales Manager, Manning Abrasive Company  
Troy, N. Y.

I should think it would be a very difficult matter to lay down any hard and fast rule as to whether the first follow-up on inquiries should be in the form of some literature or a salesman's call.

In the first place, I believe that a great many inquiries can be obtained through circularizing prospects with booklets and other direct mail matter, and that in many of such cases the salesmen have not been able to obtain the interest of such prospects through personal solicitation. In these cases, of course, it is well to follow up the inquiry with a salesman's call, although I would never hesitate to send further booklets or literature to the prospect previous to the salesman's reaching him.

The question as to how best to follow up all inquiries, however, I believe is one which is a matter of personal opinion and depends largely upon the experience that previous work in that direction has shown to be best. I believe that all inquiries should be handled promptly

## NEW HAVEN CONNECTICUT

### *A Versatile Field*

Long famed throughout the world as a specialized center for the manufacture of metal wares. New Haven is also noted for the great diversity of its productions. No city of its size in the United States has so great a variety of manufacturers. Over 800 industrial plants, employing more than 45,000 wage earners are engaged in the making of fire arms, ammunition, hardware, sporting goods, rubber goods, foundry and machine shop products, clocks, watches, corsets, mechanical toys, steel and copper wire and wire rope. The finished products of these industries are valued at over \$200,000,000 annually.

## THE NEW HAVEN REGISTER

blankets The New Haven Field, with a circulation of over **38,000 copies Daily and Sunday average net paid**, a circulation greater than the next two papers combined. During the year 1923, The Register carried 11,331,981 lines of advertising, a lead of 4,323,456 lines over its nearest competitor.

**The JULIUS MATHEWS  
SPECIAL AGENCY**

Chicago New York Boston Detroit



# Guaranteed Salesmen

William L. Fletcher, Inc. can locate exactly the right man for any worth-while job anywhere, any time, at any salary from \$30 a week to \$20,000 a year. By working with Fletcher you can save 90% of the time and 60% of the money you ordinarily spend in hiring an executive or a young man to be trained for a responsible position. Every man placed guaranteed satisfactory.

"THE STORY OF AN INTERESTING BUSINESS" is the title of a folder—not a book—which will help you to understand exactly what we do and *why* we do it *our* way. Free upon request to employers.

**William L. Fletcher, Inc.**

93 Federal Street, Boston, Mass.

and if the salesman is unable to get to see the prospect at once the inquiry should be acknowledged by the company and any booklets or literature sent which would serve to hold the interest of the prospect until the salesman could call on them.

By S. S. HEWITT

Branch Mgr., The Whitehead & Hoag Co.  
Chicago, Ill.

I would say to send the booklet and information immediately and ask the salesman to follow up the inquiry promptly.

The advertisement does the missionary work and when it arouses sufficient interest to cause a request for prices and further information, the booklet, catalogue or printed matter that is forwarded immediately in response to the request for information will do a great deal of introductory work and pave the way for a competent salesman.

I do not believe that the printed word can "steal the salesman's thunder" because the identical words spoken by the salesman will often give the prospect an entirely different light on the proposition.

In a strict sense, we cannot sell anything that will not be of service to the buyer and it seems to me that the competitor who sends printed matter in response to an inquiry and follows it up with a personal call of the salesman will stand a far better chance of breaking the ground, planting the seed of the service rendered by his product and harvesting the order than will the concern who sends the salesman without the printed matter.

I believe that it is admitted that production is on a far more scientific basis than selling—and one of the greatest wastes in selling, as I see it, is caused by the enormous amount of time wasted in missionary work. Advertisements, catalogues, booklets and other printed matter save the salesman's time and enables him to make more calls per day and increase his percentage of sales automatically.

By C. W. BAXTER

Columbian Hog & Cattle Powder Co.  
Kansas City, Mo.

When we have an inquiry from a prospect in some salesman's territory, we immediately forward

# TELL IT TO SWEENEY!

—who sends home the advertiser's dollar

OUT in the suburban settlement where we live, there is a very good chain grocery store that is supposed to do a cash business only; and there are a lot of families who always had money, and a lot more who made gobs of it during the War, and many more who haven't much.

Recently when the Mrs. shopped at the chain store, one of the lightning calculator order fillers estimated the bill twenty-seven cents to his own deficit; and later phoned to let us know we still owed \$0.27 on our valued order. So on Saturday evening, we stopped in to settle with Mike, the manager. Mike looked at his due list, checked off the last entry of Us—\$0.27—and cash-registered the new increment. But not before we noted the name at the top of the due list. We'll call it Stuyvesant, because that isn't it; and the amount due was \$182.67.

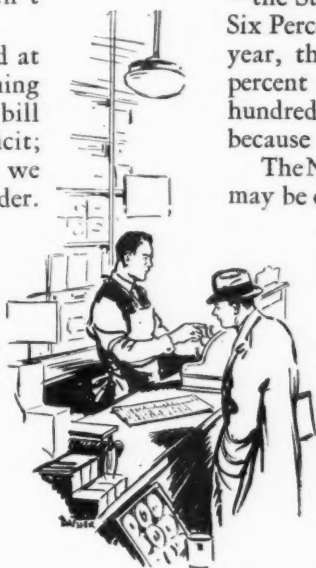
Now the Stuyvesants live in a fair sized ranch off the Main Drive; have four cars, a flock of servants, a banker in the family and the S in the name stands for dollar signs. We wondered mildly why the dickens the Stuyvesants owed Mike \$182.67, a considerable amount to owe a cash grocery. So we started a high spot investigation.

Ed. Harvey, the druggist, gave us a confidential credit report. A check of all the past due accounts in town—Brecht, the butcher; Cotton, the caterer; Herman's, the independent grocery; Dorley, the decorator; Foster, the florist; Newcombe, the news-dealer; the Holden Hardware shop; Golie's garage; the Home Hand Laundry—and Stuyvesant's name, like Abou ben Adhem's, led all the rest! An impressive total of over three thousand dollars. The Stuyvesants owed everybody but the bank!

Why don't the merchants do something about it? Ed. Harvey answers: "What the hell can y' do? They got the dough. Everybody knows it. They're good for it. And they'll pay it—when they get ready. Y' can't sue 'em. Just gotta wait!"

Ask the credit manager of any large department store what his chief collection problem is today. And he'll tell you that it isn't the little accounts—the Sweeneys; but the people who pay surtaxes, enjoy unquestionable credit, and pay as they please—the Stuyvesants. The Stuyvesants belong to the Six Percent Club. Spending ten thousand dollars a year, they let the bills lag for six months. Six percent on ten thousand for six months is three hundred dollars, the discount the Stuyvesants get because their credit is good.

The National Advertiser who happens to read this may be comforted by the thought that such people are the retailers' problem. *But if you depend for your business on retailers who depend on the Stuyvesants for theirs—how much of your capital is tied up in credit? What is the rate of return on the dollar you spend in production, distribution and advertising?*



THERE is a turnover on advertising as well as on merchandise. And the celerity of the advertising dollar in coming home and bringing others with it depends very largely on the market that the advertising dollar cultivates.

Tell It and Sell It to Sweeney—the average man, the average woman, the average family. Sweeney is your *cash customer*. Tell It to Sweeney today, create a buying impulse, and Sweeney's dollar is in the retailer's till by the end of the week, and in the jobber's and yours by the end of the month.

Sweeney lives on ready money. Ready money gives advertising immediate action. And Sweeney never had so much money as he has today.

Tell It to Sweeney now, in THE NEWS in New York. The largest city market in America, with six million prosperous buying people. And to cover this market you have the largest daily circulation in America—in excess of 700,000 copies, 97% concentrated in city and suburbs; a medium that is read, liked, believed by a responsive audience. And remember that the agate line does more work in the tabloid paper, and your advertising dollar buys more advertising! Get the facts!

"Tell It to Sweeney" has been issued in folder form. Write for the series on your business letterhead.

THE  NEWS  
New York's Picture Newspaper

25 Park Place, New York—Tribune Bldg., Chicago





## Set in Her Ways— But How Did She Get That Way?

It is a sure sign of middle age to be set in one's ways. Habits have been too long established to be easily overcome.

The hardest people to sell are these same people with deeply rooted buying habits—probably acquired when young.

It is much easier to inspire new habits with the young—and leave it to your competitors to try fruitlessly to change the habits that set with advancing years.

It is not alone generally much easier to sell to younger people. It is much more worth while; for Youth's enthusiasms inspire most of the purchases for most products.

Youth is officially the purchasing agent, both for its own generous desires and for the grander desires which it can impart to the family at large.

Sell to Youth, and through the most effective and economical medium—its favorite magazine, Photoplay.

Photoplay offers an audience of 500,000 exclusively younger people, the largest audience in the 18 to 30 group offered by any general magazine.

The rate is low, the editorial influence of the finest, the advertising associations of the highest standing—and the prospects are the liveliest you can find anywhere.

## PHOTOPLAY MAGAZINE

*"Predominant with the 18 to 30 Age Group"*

**JAMES R. QUIRK, Publisher**

**C. W. FULLER, Advertising Manager**

750 N. Michigan Ave., Chicago 221 W. 57th St., New York 127 Federal St., Boston

catalog and other literature, and have the salesman follow this up.

As to whether or not a booklet or other circular matter should be sent in advance of the salesman's call or following his call, will say it is my opinion this depends on whether or not prices are quoted in the booklet, catalog, or circulars. If not, I think information of this sort serves to stimulate the prospects' interests in the product in question, and that such literature will be a help to the salesman if sent in advance of his call. I do not believe, however, that if it is intended for the salesman to see the prospect, the prospect should be quoted the prices before the salesman calls; because if they should be higher than the prospect anticipates, this will have a tendency to cool his ardor, and the salesman will most likely find him cold on the proposition. If this matter is left to the salesman, he has a chance of offsetting any objections the prospect may have to price at a time while he is still enthused over the proposition.

By **WILLIAM H. EDWARDS**

Sec.-Treas., Roundy, Peckham & Dexter Co.  
Milwaukee, Wis.

Our opinion is that the salesman should call first. He could then refer to the book and customer would be more interested in it. If it is expected that the salesman shall land an order on his first visit, I would try to time the booklet to arrive at about the same time. We aim to have one strengthen the other.

The Federal Reserve Board reports an increase of 9.1 per cent in savings deposits during 1923. This increase amounts to \$570,000,000. In spite of the excessive spending incident to the holiday season, savings increased during December nearly two per cent.

The Sales Managers' Club of Philadelphia announces an interesting series of discussions and lectures for its 1924 meetings. Topics of the meetings include: "Human Aspects of Selling," "Selling Administration," "The Sales Manager and His Relation to Selling Administration," "Health and Its Relation to Sales," "Testing Salesmen," "Systems of Human Nature Analysis Applied to Sales," and "Employment and Remuneration of Salesmen."





"Member of The Associated Business Papers, Inc.," means proven circulations, PLUS the highest standards in all other departments.

## Let the salesman spend more time **HARVESTING** and less time *Plowing, Sowing and Cultivating*

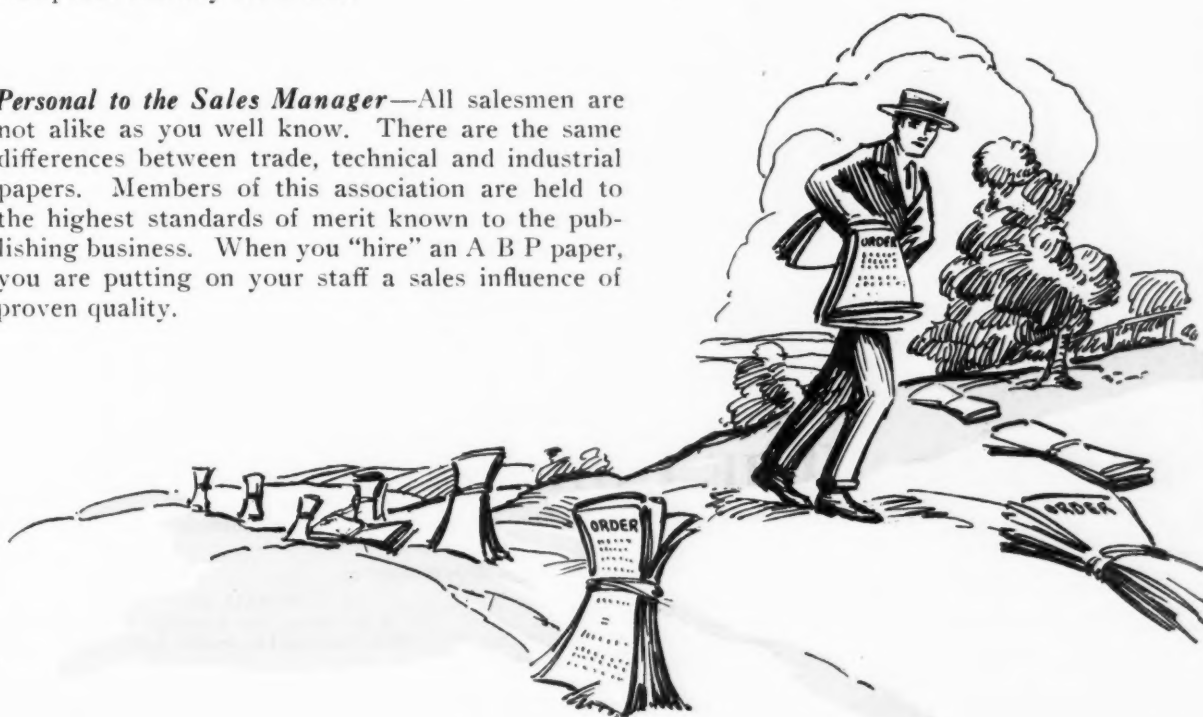
**I**T means cutting the percentage of unproductive time. It means, too, the ability of salesmen to travel faster, to see more prospects, to sell a bigger proportion of them, and a consequent reduction of sales cost in proportion to gross sales.

If you are not enjoying these desirable advantages, perhaps it is not altogether the fault of the salesman. In a factory, the mechanic spends no time looking for work—he concentrates on **making** the goods; both men and machines are employed continuously in actual production. Why ask a salesman to do all the rough-hewing that paves the way for a sale?

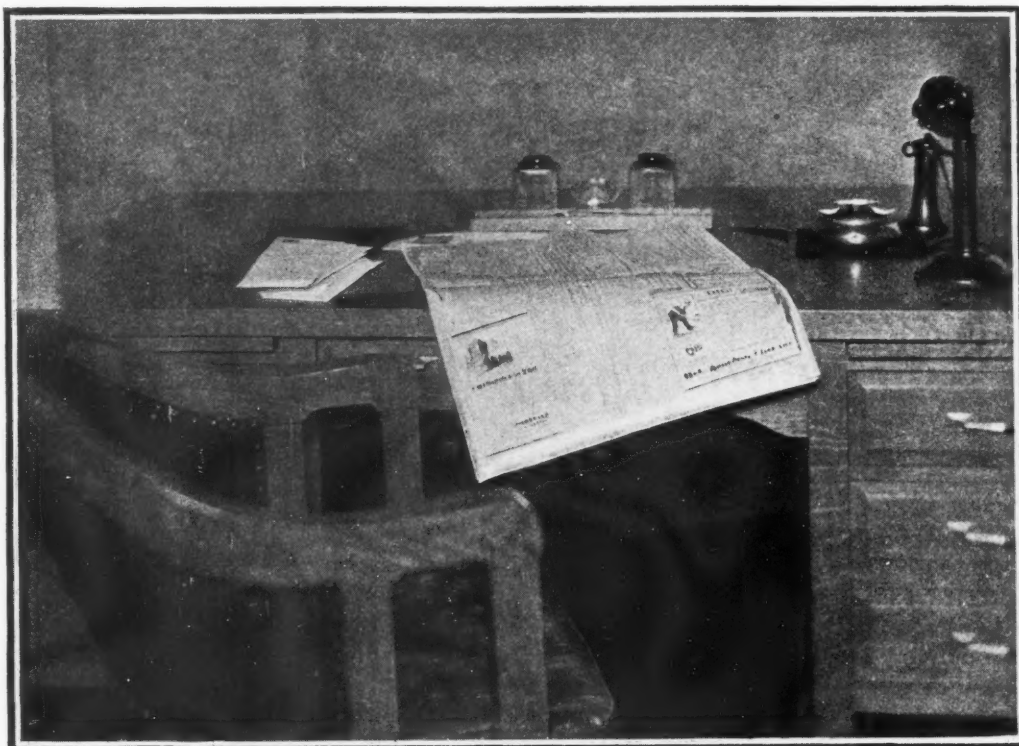
Let us suggest that you adopt the plan which thousands of concerns have found profitable—continuous advertising in business papers of A B P character. This advertising calls on the same men that your salesmen see or ought to see; it is concentrated on actual buyers of your merchandise; there is no waste circulation; and it is read because it concerns the **BUSINESS** of the readers.

This quick, efficient, economical sales machine will increase the production of orders, just as machinery increases the production of your merchandise. It's a saving, not an expense.

**Personal to the Sales Manager**—All salesmen are not alike as you well know. There are the same differences between trade, technical and industrial papers. Members of this association are held to the highest standards of merit known to the publishing business. When you "hire" an A B P paper, you are putting on your staff a sales influence of proven quality.



**THE ASSOCIATED BUSINESS PAPERS, INC. Headquarters, 220 West 42d Street-NEW YORK**  
Over 120 papers reaching 54 fields of trade and industry



## Before the morning mail

**F**INANCIAL pages of THE INDIANAPOLIS STAR hold a place of signal importance in the business life of Indiana. Market reports, bond tables—and other statistics vital to investors—find complete and dependable presentation in this great morning paper, marking the starting point each day for thousands of readers.



STAR completeness and timeliness in this field give THE STAR a generous lead in financial advertising.



## THE INDIANAPOLIS STAR

Always First - Always Fair - Always Complete

### Foreign Representatives

VERREE & CONKLIN, INC.  
300 Madison Avenue, New York City  
Singer Building, Chicago, Ill.  
Free Press Bldg., Detroit, Mich.

R. J. BIDWELL CO.  
742 Market Street, San Francisco, Calif.  
Times Building, Los Angeles, Calif.

# Sales Executives Show Congress How Luxury Taxes Hinder Selling

National Biscuit Company and Loose-Wiles to Contest Ruling of Federal Trade Commission; New Anti-Bribery Bills Introduced

*By the Dartnell Washington Correspondent*

**W**HATEVER comes of the present effort to reduce and equalize taxation, sales executives may have the satisfaction of knowing that the leaders of Congress are pretty definitely sold at last on a principle, the permanent recognition of which is of vital importance to sales interests. "Extras," tacked on sales prices chill demand and reduce sales. Captains of the marketing forces have devoted personal missionary work during the past four months to teach this to Congress. The doctrine has gotten them farther at the capital than all the talk about special sales taxes being discriminatory and unjustified in time of peace.

The sales managers who have been laboring with Congress have proved that sales taxes curtail turnover, by frank confession of their own recent experiences. Edward H. Hufnagel, president of the American National Retail Jewelers' Association, says that he has many times had the experience of losing a customer when the news was broken that there is a special tax on jewelry. "Well, I will wait until the tax is off," is the common reply, he says, to salesmanship in behalf of a tax-inflated retail price. Walter H. Belcher, president of the National Confectioners' Association, says that in general the candy business has not been profitable the past few years and he attributes it to the fact that buyers have to some extent turned from candy, which carries a tax, to equivalents such as packaged raisins, chocolate-coated biscuits or sandwiches and other widely advertised specialties which bear no tax. It is as a result of representations such as these that the tax bill, as passed in the lower house of Congress, eliminates a majority of the special sales taxes.

To what extent are a seller's rights modified by the fact that he

has cornered the market? This, in essence, is the big question at issue in the appeals just taken by the National Biscuit Company and the Loose-Wiles Company against the order lately issued by the Federal Trade Commission. Sales managers who desire to carry out price discrimination by means of customer classification have for some months

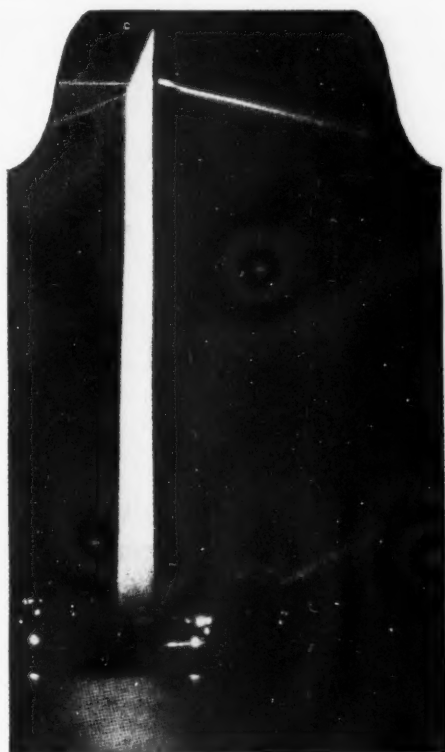


Photo from "Light Torches"  
The Washington Monument

past rested confidently upon the decision in the memorable Mennen case. In that contest the U. S. Circuit Court of Appeals for the Second Circuit, reversing the Trade Commission, held that cooperating druggists are not jobbers but retailers and therefore not in competition with the regular jobbers and that therefore the Mennen Company was within its rights in classifying them as retailers and selling them under different conditions.

What had been supposed by most

sales managers to be a definitely closed incident is reopened by the order of the Trade Commission to the biscuit companies to cease discriminating in price or discounts between purchasers operating separate units or retail grocery stores of chain systems and purchasers operating independent retail grocery stores joined together for purposes of mass purchase. When this case comes to trial, as it will speedily, the Trade Commission will, in justification for its action, seek to persuade the United States judges to endorse the principle that a seller who dominates a market has not the liberty of action enjoyed by a seller who has plenty of competition. Attempt will be made to show that National Biscuit Company has more than fifty-five per cent of the cracker trade of the country and that by reason of its energetic sales and advertising policies retailers are virtually compelled, by the force of popular demand, to carry its line. The Trade Commission, when it undertakes to justify its action to the Appeals Court, will virtually challenge the unqualified right of a seller to choose his own customers in territory where he has a monopoly. On that issue every effort is to be made to get this test case ultimately before the Supreme Court of the United States.

Relief is in sight from a superfluous loop of red tape which has, in years gone by, cost the marketers who sell the government, tens of thousands of dollars in postage, clerical labor, interest on delayed payments, etc. Acting by authority of the general accounting office, an advisory committee made up of one account representing each government department has just put the finishing touches to an amendment to the Federal Purchase Voucher that will remove the necessity for signature by the vendor in attest of



# Unique— and to the Point!

The "Adapt-Style 4 in 1" mailer is a unique and highly intensive direct mailing piece that goes straight to the point of your argument—the sale!



Opened it is a letter, advertisement, detachable return coupon, postcard or order blank. Closed it is an envelope ready for mailing. All on one—in one.

Self-enclosed, self-locking; no clipping, no sealing, no envelope needed. Will carry an enclosure; requires only one cent postage.

*We will be pleased to furnish dummies on request and to submit prices upon receipt of specifications.*

"Adapt-Style" mailers are also printed in any size required by copy; they are all self-locking, carry enclosures, and mail for one cent. Entirely out of the common run, they have opened up new possibilities in direct mail advertising.

*Let us tell you more about them*

**Lobell, Priestman  
Company**

*Sole and Exclusive Printers  
of "Adapt-Style" Mailers*

37 W. Van Buren St. Chicago

the correctness of the amount of the sale and assurance that the amount has not been paid.

Under the new deal a seller will not be under the necessity of billing the government on a special form. He will present one of his regular statements which will be attached to a standard form at Washington with the endorsement of the proper officials that everything is in regular order. Then the vendor will get his money without going through any of the present extra motions of sending back and forth a verification of the government's entries.

The Post Office Department deficit is yet with us despite rosy predictions, and it is dead certain that if Congress approves the proposal now before it to increase salaries in the postal service the business community will face a higher scale of prices on parcel post or advances in the rates of other classes of mail, or maybe both.

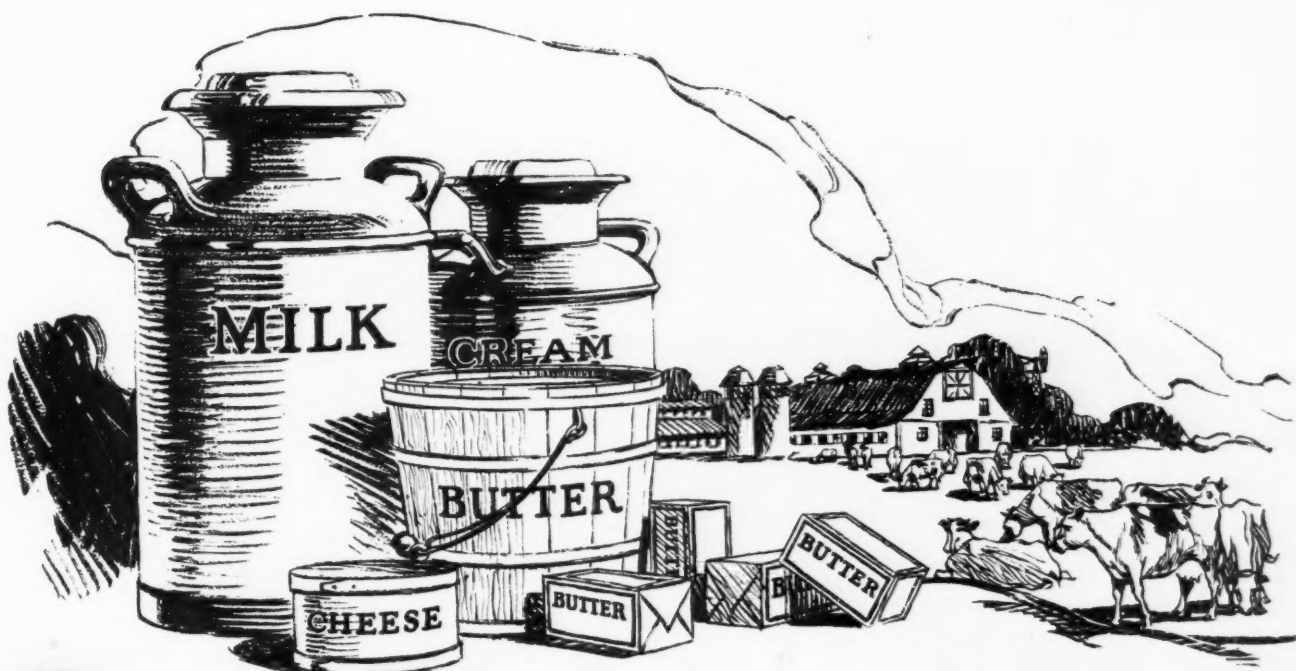
The U. S. General Supply Committee, which last year purchased more than \$6,000,000 worth of goods for the government departments under continuing contracts, is working hand over hand steadily toward the goal of centralization of all government purchases. The latest advance in this direction has brought a consolidation of all federal purchases of tires and tubes. Until this year many of the departments and independent bureaus were buying piecemeal on a cash basis. Under the new program of lump purchases the government saves between twenty-five and thirty per cent on tire purchases aggregating about \$80,000. With an increase in storage space the General Supply Committee will gradually extend to many lines of trade its new policy of purchasing staple supplies in bulk, with assurance of prompt payment, in order to get the lowest possible prices.

That documentary evidence of sales is extremely desirable in order to prove prior existence of trademark rights has just been strikingly illustrated in the tribunals at Washington by a clash between the brands of Stuart, Keith & Co. and Theo. Weiss & Co. Stuart, Keith & Co., of Baltimore, produced evidence to show that they had begun use of

the mark in January, 1912. Theo. Weiss & Co., of New Orleans, undertook to show that a start had been made in use of the mark at a slightly earlier date. The proof did not suffice for the Assistant Commissioner of Patents when he sat as final umpire. He declared that he found no documentary evidence of sales by the New Orleans firm prior to the latter part of 1913 and that the statements of the officers and salesmen of Weiss & Co. were so "indefinite" that he could not accept them as "proof of sales" as early as January, 1912. Therefore he awarded exclusive possession of the coveted trade-mark to the firm that had its sales records in black and white as indisputable "exhibits."

A director of sales who says that he is in the habit of giving confidential bonuses for "demonstrations" fires in this direction questions whether Congress is yet flirting with the idea of anti-bribery legislation and whether, if enacted, the legislation against commercial bribery would hit "spiffs," P. M.'s, etc. The answer is "Yes," in so far as the continued restiveness of Congress is concerned. There is the Graham Bill (H. R. 6871) in the House of Representatives and the faithful Fletcher Bill (S. 817) in the Senate. To just what extent the enforcement officers would apply this club to the practices whereby sellers provide special rewards for extra sales effort by employees of distributors would remain to be seen. But, manifestly, the language of the bills is broad enough to cover almost anything. The Fletcher bill seems to define as a bribe anything of value given to influence the action of a recipient in relation to the business of his employer or principal. The Graham bill would make illegal anything given or accepted as a "reward" for the showing of any favor or disfavor by an agent or employee in relation to the affairs or business of his employer or principal.

Nor, it may be added, is the Federal Trade Commission wholly complacent on the score of graft forms of selling pending the enactment of supplementary legislation. This despite the slap received when a U. S. Circuit Court of Appeals told the Trade Commission, in the Kinney-Rome case, that it has gone



# **Omaha Leads the World in the production of Butter**

Manufacturing in the neighborhood of 55,000,000 pounds of butter per year and employing more than 1,000 people in the industry, Omaha is the greatest creamery butter producing city of the world.

The enormous volume of cream coming into Omaha daily averages thirty car-loads a day—five or six full trains.

The position this city takes is made possible by the well-established and the gradually increasing dairy industry throughout Nebraska and the Middle West.

Creamery products are but one of the many sources of wealth that place Nebraska among the richest agricultural states in the nation.

*You Can Best Reach Nebraska through Omaha*

## **Omaha World Herald**

*Morning—Evening—Sunday*

FEBRUARY CIRCULATION—DAILY, 102,399—SUNDAY, 100,360

National Representatives  
O'MARA & ORMSBEE, INC.  
New York—Chicago—San Francisco





## Dartnell in London

**L**ONDON this year will be the Mecca for importers and buyers from all over the English speaking world, and the Continent. They will come to attend the British Empire Exhibition and the British Industries Fair. These events will transcend in importance any such events which Europe has ever seen. They will usher in a new era of British trade activity and prosperity.

The congregation of so many business men at one time affords American sales executives an extraordinary opportunity to visit London this summer and arrange for a wider distribution of their products throughout the English speaking nations and on the continent. While there you can make on-the-ground arrangements for your advertising and sales campaign, and personally investigate the possibilities for extending your British markets.

For the convenience of our subscribers a special Dartnell office has been opened in London, with a permanent salaried staff. Both Mr. Walsh, who is in charge, and Mr. McBride, his associate, enjoy a wide acquaintance among men who can help you to get more British business. Their services are offered to Dartnell subscribers without obligation of any kind. So if you plan to go to London this summer to take part in this world trade meeting write for a card of introduction.

THE DARTNELL CORPORATION, 1801 Leland Avenue, Chicago

### *I expect to go to London this summer*

to attend the British Empire Exhibition, the British Industries Fair and the Convention of the Associated Advertising Clubs of the World. Please send me a card of introduction to Dartnell representatives there, without any obligation to me.

Name.....

Firm.....

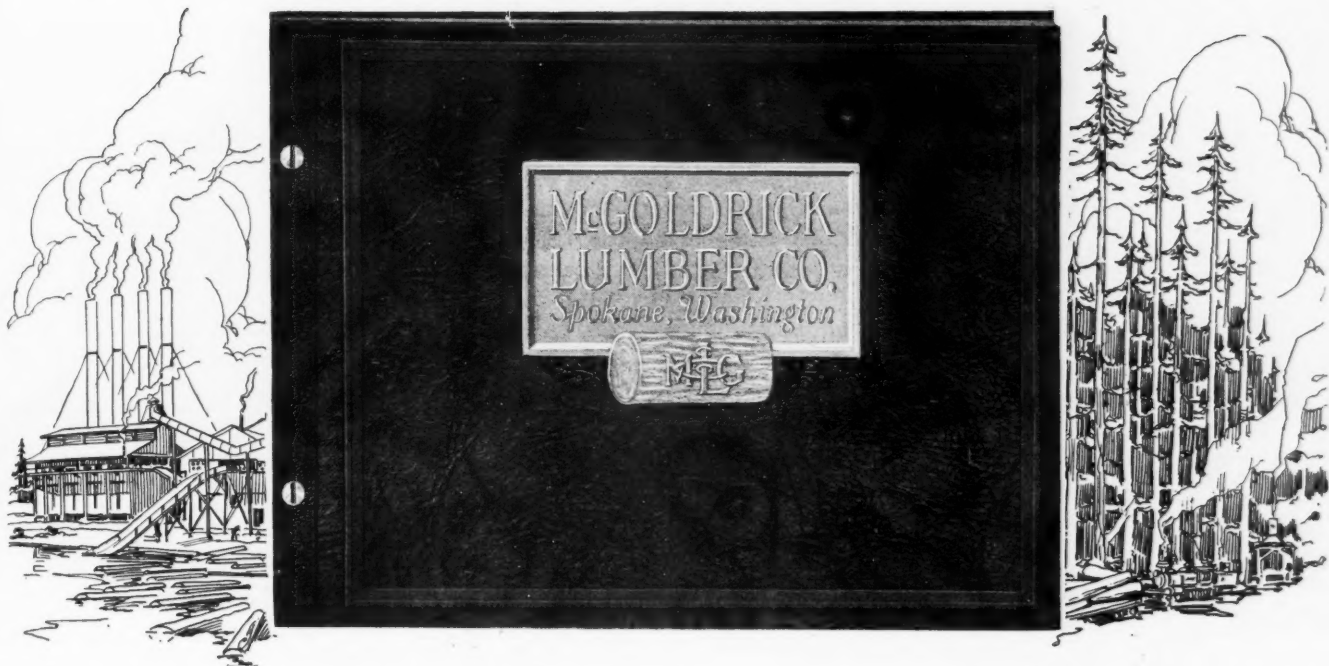
Address.....

too far and too fast in denouncing the giving of commissions by a manufacturer to his dealers' sales people with the full knowledge and consent of the dealers. The Trade Commission is now in the midst of another test on a slightly different tack, seeking to make an example of Spier-Simmons & Company which is accused of baiting dealers' salesmen without the knowledge or consent of the dealers. If the courts allow the Trade Commission to proceed on this new line of approach we may expect a general drive on subsidized selling just as the Trade Commission has busily swatted every resale price fixer who has raised a head since the U. S. Supreme Court upheld the hands of the Commission.

The 1924 program of the Bureau of Foreign and Domestic Commerce includes a number of new studies of world markets for American goods. A survey of the market for windmills follows an inventory of outlets for pumps and farm lighting outfits. Another examination will seek to chart the markets for American-made canvas rubber-soled footwear. A special study is in progress covering the markets for radio equipment and supplies.

An effort is under way in Congress, engineered by Representative Mills, to provide a Federal Sales Law. As presented in the bill known as H. R. 747, this is a rather complicated proposition but it is worthy the attention of any sales manager whose wares pass in interstate commerce. The bill which has been referred to the Committee on Interstate and Foreign Commerce defines, for the purposes of the act, such terms as "sales," "contracts to sell," "capacity to sell," "contract to sell," "existing and future goods," "undivided shares," etc. It covers also such elements as destruction of goods sold, destruction of goods contracted to be sold, definition and ascertainment of price, sale at valuation, definition of express warranty, implied warranties of title, implied warranties of quality, implied warranties in sale by sample, etc. One part of this voluminous measure deals principally with deliveries and payments, buyers' liabilities, what constitutes acceptance, etc.





## *Distinctive Covers Increase Sales*

**I**N producing an interesting historical booklet The McGoldrick Lumber Co., of Spokane, used Molloy Made Leather-Cloth Covers — because their distinctive appearance would influence people to read, save and remember the book and their durability would permanently preserve its attractiveness.

This booklet from the press of the Inland American Printing Co., Spokane, is a typical example of how Molloy Made Covers will add to the

impression and sales value of any catalog or booklet.

Molloy Made Covers are beautifully embossed and colored. They create a favorable impression that literally slips the reader into the inside pages. They will stand the hardest usage and can be had in a great variety of designs and color effects.

Send us your catalog —let us suggest how a Molloy Made Cover can make it more attractive and profitable at moderate expense.

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS  
 Chicago Offices, 2857 North Western Avenue    Eastern Sales Office, 300 Madison Avenue, New York  
 Carlton Publicity, Ltd., London, England

**MOLLOY MADE**  
*Commercial Covers*  *for Every Purpose*

# How Wahl Enlists Dealer Cooperation in Window Display Campaigns

**A**N effective method of handling the window display problem that eliminates a large proportion of the waste sometimes incident to this form of advertising, has been worked out by The Wahl Company, makers of Eversharp pencils and Wahl fountain pens. Through a "Special Window Display Service Agreement" with dealers, the company places 15,000 displays three times a year with a reasonable assurance that a high percentage of them will actually go into the retailers' windows.

Before 1923 the Wahl Company had always sent display material out only upon request from a Wahl dealer. Last year, however, a new plan was adopted involving the use of a simple contract signed by the dealer and the salesman for the territory.

The contract blank reads, in part, as follows: "We wish to subscribe to the 1923 Special Window Display Service for preferred Wahl dealers. In consideration of this special display service which we are to receive from The Wahl Company without charge, we agree to cooperate with The Wahl Company as follows:

"1. We will install a full window display of Wahl products and Wahl display material during each of the three seasons mentioned below, and will keep said displays in window for a minimum of one week:

"Season No. 1. Graduation season (between May 1st and June 15th).

"Season No. 2. School opening season (between Sept. 1st and Oct. 1st).

"Season No. 3. Christmas season

(between Dec. 1st and Dec. 25th).

"2. In addition to the three displays mentioned, we will use in our window such seasonal window streamers as The Wahl Company furnishes us."

At the bottom of the blank is a space where the salesman fills in the dimensions of the window to be used for the displays, and adds re-

When the contracts are mailed in by the salesmen, they are classified according to the line of business represented, the three principal lines being drugs, stationery and jewelry, and an entry is made at the top of the sheet by the accounting department of the amount of sales made to that dealer during the previous year. If the sales amount to \$250 or more, and the dealer has a large window, he receives the large-size display.

The Wahl Company reports a high degree of dealer cooperation in the use of the display material furnished. That the company has succeeded in selling the dealer the idea of pushing Wahl products, both through the window display helps and otherwise, is testified in the 3,800 entries in the sales contest conducted during the Christmas buying season of

November 10 to December 24, 1923.

The figures obtained on the display space available in dealers' windows for a product such as The Wahl Company sells, are interesting from the point of view of the sizes of display material best adapted to the majority of windows. The Wahl Company sends out approximately 5,000 of each of its three sizes of display materials at each season, but a glance at the chart accompanying this article shows that out of 6,763 dealers reporting, 76.7 per cent fall into the class where the windows are five or more and less than eleven feet broad.

More than fourteen per cent of this number of dealers could use displays adapted for windows from eleven to twenty feet broad. Only 8.2 per cent had windows less than five feet across.



marks concerning any peculiarities of that particular window so that the company may judge what kind of display will be the most valuable.

The displays sent out at the three special seasons are all the same, but are furnished in three different sizes. The two larger displays advertise both the Eversharp pencil and the Wahl pen, while the smallest one is for the pencil only. The displays, of course, are made as timely and as appropriate as possible for each season. Two weeks before the material is mailed out by the company a post card announcement is sent to the dealer asking him to watch for the display; it also enables him to plan a little in advance on his window display schedule. The national advertising program of the company is built to reinforce this seasonal dealer display arrangement.

# In One City

In a southern city of 160,000 population (as in many other cities) there is a committee of readers of The Christian Science Monitor, formed to co-operate with the advertisers who use this newspaper.

Committee members call up at the end of each month those whom they know to be regular readers of the Monitor, and ask how many purchases of Monitor-advertised goods were made, by the individual or family, during the month. The number of purchases so reported, for December, 1923, was

3428

this including purchases from retail advertisers using the Monitor, also purchases of goods nationally advertised in this newspaper. This is the report for one city of the United States—and the Monitor is read in every city of importance throughout the English-speaking world.



## The Christian Science Monitor

AN INTERNATIONAL DAILY NEWSPAPER

*Advertising Offices in Boston, New York, London, Chicago, Cleveland, Kansas City,  
Los Angeles, San Francisco, Seattle.*



A complete Purchasing Guide. All names, all lines, everywhere. Used by those who demand the best

## *Employ this Most Valuable Assistant to Buyers It Will Direct the Buyers to YOU*

More than 500 of its users are in the "over \$10,000,000" class; more than 3,000 "over \$1,000,000"; more than 8,000 "over \$100,000". Not free distribution:—they prefer it,—pay for it,—and use it to find sources of supply.

Publish appropriate description of your products therein:—it will come to the attention of important Buyers when purchase is contemplated.

The biggest manufacturers, financial institutions, etc., use space in it. We insist upon "Keyed" advertising. We have 2,054 advertisers, a number never equalled by any other trade publication of any kind. 1924 edition in preparation.

**MANY** Registers, Catalogs, and other Buyers' Guides, of free distribution, depending solely upon advertising for support and abridged accordingly.

**JUST ONE**  
Complete  
Comprehensive  
Unabridged

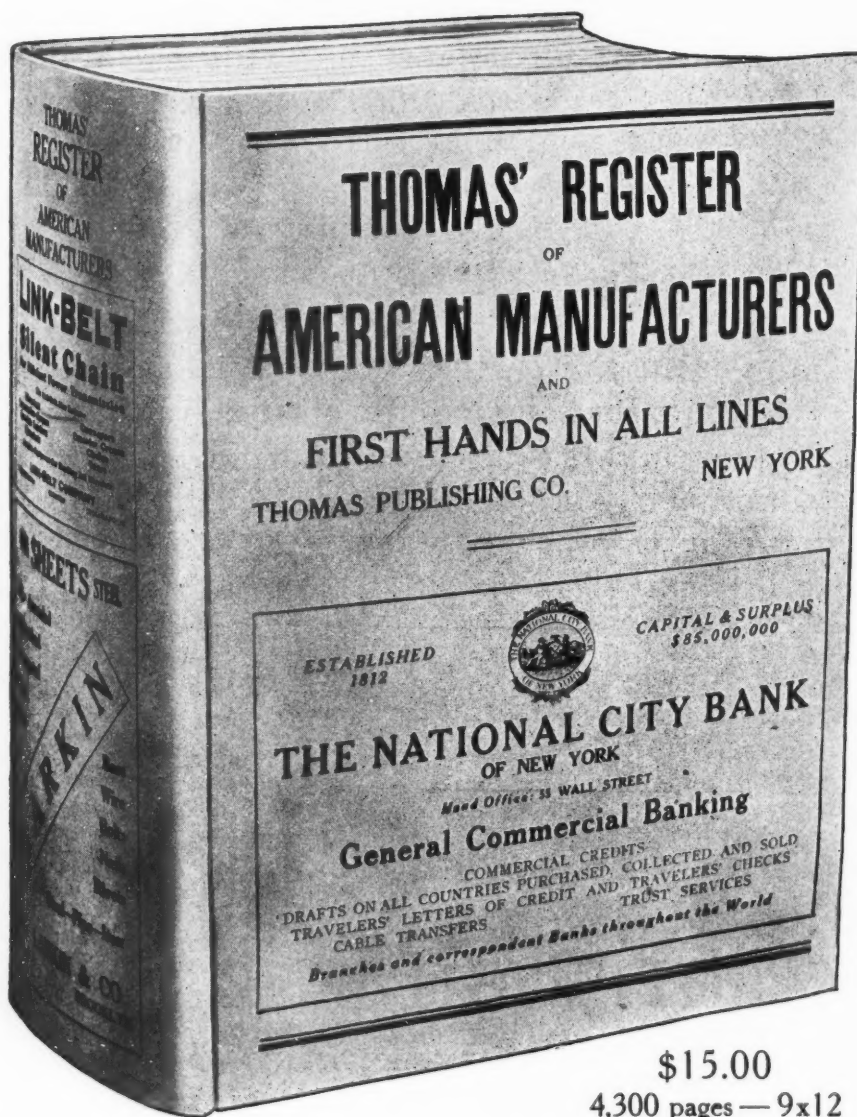


**JUST ONE**  
"Paid" Circulation

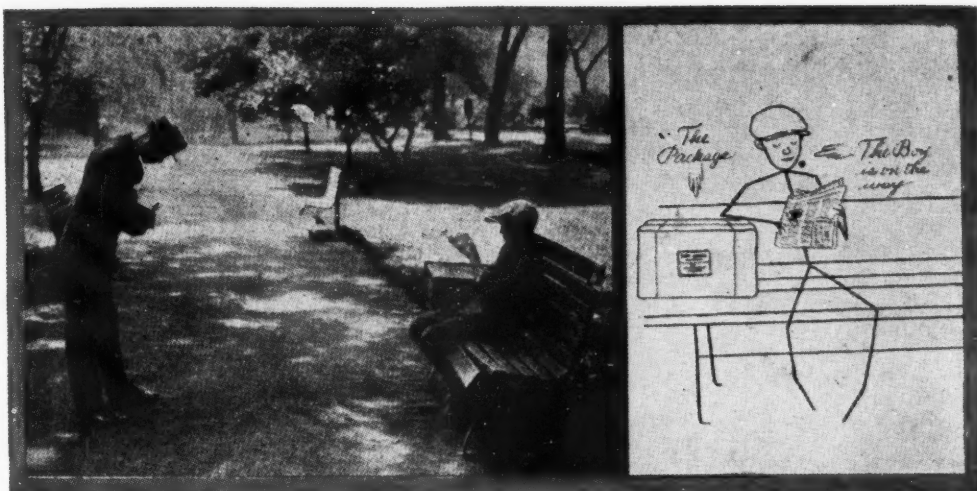


**JUST ONE**  
Member A. B. C.

Also Member  
National Association  
of Manufacturers of U.S.A.



**THOMAS PUBLISHING CO., 461 Eighth Avenue, New York City**  
CHICAGO—20 W. Jackson Blvd. SAN FRANCISCO—465 California St. BOSTON—Allston Square TORONTO—91 Constance St.



Courtesy S. D. Warren Company

A method by which any house organ editor may make single straight line cartoons by placing tracing paper over kodak picture

# Printed Matter That Capitalizes the Newspaper Habit

The Fourth of a Series of Twelve Articles on Printed Salesmanship

**T**WO types of queries have been received from "Sales Management" subscribers since the third of this series of articles appeared in the March issue: those which pertain to what one might call the "merchandising" side of printed sales literature, and those which deal with technical problems met in its production. The latter class of letters predominates four to one, which substantiates the claim made in the first article that buyers of printed literature are not taking full advantage of the advisory service in printing that every first class printer is prepared to give. The questions asked in every one of the "technical" queries are "meat" for the man at the "stone" and in the press room.

A letter from an automotive distributor in the northwest raises a nice question, and of sufficient general interest at this time to merit discussion at length. He writes:

"We have been established here about ten years, and up until the last two years have had the inside track on the majority of business in three lines in this section. Recently two competitors have opened up here, and we find that we haven't anything to offer our customers that they are not offering. Our prices are the same and the quality of the merchandise is the same. All we can talk is 'service,' and frankly ours is very

little better than that given by our competitors. However we are better established, have a larger organization, and prestige which has been built up at no small amount of effort. Now we are planning on getting out some direct mail matter, but *what* can we say that is going to be any different than the other fellows are saying?"

From here it looks as though this concern had just one feature to emphasize and that is GOOD-WILL, and flaring broadsides, letters, flyers, etc., will not do the job. It's going to be a long, consistent, uphill, steady climb to reach the point where the trade in their territory is going to think the name of this concern when in the market for the merchandise they carry.

What is the vehicle to use to accomplish this objective? The same one used by Kelly-How-Thompson Company, the Crane Co., the Vonnegut Machinery Company, and many others who sell a product that is more or less staple, who know the value of CONTINUITY in telling and retelling the story of the HOUSE. The answer seems to be institutional advertising, through publications—and by a house organ of merit. This is one place where a meritorious house organ can probably accomplish more per dollar of expenditure than any other form of printed literature.

This was the answer made to their letter. But they came back with this, "We can't afford to employ an editor, and none of us feels equipped to put this over. We haven't the slightest idea of how to start. Can 'Sales Management's' staff give us some ideas on this?"

We suggested the best printer we knew of in their locality—suggested that they turn the entire job over to him. The correspondence with this subscriber brings up again the entire subject of house organs which has been discussed pro and con for the past decade, ad nauseam. Nevertheless the house organ, as one form of printed literature, is here to stay, and we offer the following suggestions to those concerns which are already publishing one, and to those contemplating it as a selling medium.

To summarize an address given before the St. Louis convention of the Advertising Clubs of the World, by Robert E. Ramsay, a company house organ can accomplish one or more of the following results:

1. It can obtain direct results by making it a direct solicitation for immediate orders.
2. Create good-will and confidence in the house.
3. Save salesman's time both in



**Sundstrand**  
ADDING AND CALCULATING MACHINE

ONLY **10** KEYS TO OPERATE

Adds  
Multiplies  
Subtracts  
Divides

**"Double Action"**

**ADDING MACHINE**

This type is used for recording all additions and multiplications. For all footings, checking invoices, inventory extensions, figuring mark up, costs, selling price, etc.

**Sundstrand is an Adding Machine as a Cash Register!**

**Cash Register**  
To record the what—what!—when—why! of all transactions—paid cash—received on account—All records recorded in register—totals under lock and key.

**Adding Machine**  
To add—multiply—extend—inventory—foot—check—total bank deposits—figure mark up—costs, profits, etc. Does it 10 to 20 times faster than with pen or pencil.

**Foldwell**  
TRADE MARK  
REGISTERED

is used by

**Sundstrand ADDING MACHINE CO.**

The Sundstrand Adding Machine Company is another national advertiser who finds in Foldwell Coated Paper the quality necessary for good direct-mail printing. The direct-mail pieces illustrated above, as well as other Sundstrand pieces are printed on Foldwell because of the protection that this sheet offers to sales literature in the mails.

Like hundreds of other big national advertisers, the Sundstrand Adding Machine Company knows from experience that when they use Foldwell the integrity of their direct-mail matter will be preserved—that the effects for which Sundstrand works so hard will not be ruined before the pieces reach the prospect.

CHICAGO PAPER COMPANY • Manufacturers  
801 South Wells Street • Chicago  
NATIONALLY DISTRIBUTED

*Facts:*

Foldwell coating is specially prepared and applied to the body stock to FOLD both with and against the grain.



paving the way and by introducing new goods.

4. Clinch salesman's arguments.
5. Offer service helps.
6. Serve as a medium for contests.
7. Engender the spirit of loyalty.
8. Play up the personal element.
9. Supply inspiration.
10. Serve as a reminder of other advertising the publisher is carrying on.
11. Act as a general publicity agent.
12. Introduce new lines.
13. Save correspondence by answering the questions before they are asked.
14. Introduce new house policies.
15. Keep salesman and dealer sold.
16. Reach hard-to-get-at places.
17. Produce cumulative effect through continuous effort.
18. Encourage cooperation.

Let me cite an example of how a house organ can even play the role of an opportunist.

#### Another Printing Salesman!

It had been decided to hold the annual convention of distributors at Del Monte. The New England, New York and Pittsburgh delegations were to meet those from Minneapolis and Chicago on the special train made up at Chicago to go over the Santa Fe. The wives and kiddies were to be aboard—and the question of what to do to keep things stepping for four days en route was keeping the sales manager of an eastern manufacturer awake nights. As chairman of the entertainment committee, something had to be done and done quickly.

Three weeks before the exodus, our chairman sat "yessing" a printing salesman, while his mind followed the course of the "special" through Albuquerque, across the desert, into Needles and Los Angeles. To date the program for the four days provided for little more than three meals a day and an afternoon nap. Somebody had to hatch an idea soon, or the whole thing looked like a flop.

Suddenly he turned on the printer before him. "Say, if you had charge of eighty of our distributors and their families, on a four days' trip from Chicago to Del Monte, what stunt would you pull off to put a

little snap into the party? I want something different, something that will make them sit up and take notice."

The printing salesman allowed that he didn't have a suggestion at the time, but he'd go back to the shop, take off his coat, and work up something.

The next day he came in with an idea. He suggested to the sales manager that they get busy at once and print a daily edition of a "Del Monte Special"—to be distributed at the breakfast table during the long trip.

#### But He Had a Real Idea!

Armed with a time table and a list of the "guests," five editions were prepared at once. Photographs were collected of a number of the distributors; personals were framed up about each one. The editions were given a news interest by mentioning the places along the route passed the day before. It was "played up" that the printing department had been placed in the baggage car ahead. The whole plan was so cleverly worked out that the majority of "those present" actually believed that the edition was printed on the train each day. As a matter of fact a number of the "items" which had been faked, by coincidence actually came to pass.

The stunt proved so popular that arrangements were made immediately upon arriving in Los Angeles to have the "Special" continued—and subsequent editions were published during the sessions of the convention. There will be a number of those distributors who will read this article and learn for the first time that they had something put over on them. Only two individuals know where and how the idea was born. Half of the credit should go to the sales manager, the chairman of the entertainment committee. That gentleman displayed the first requisite of executive leadership, when he drew upon the printer across the table for an IDEA. He sensed the advantage of capitalizing upon another man's intelligence—for which the other man was adequately compensated—and everybody was happy.

It has been my observation that nine out of ten sales and advertising executives pass up an opportunity by not making the printing salesman "take off his coat" and go to



## Distributing A Diversity of Products

**P**ICKRELL & CRAIG are entrusted with the warehousing and sale of more nationally advertised products, especially food, than is any other selling organization in the United States.

The New England manufacturer, the California fruit grower, the Southern shrimp canner, the Mid-Western farmer, are all able to deliver cheaply and promptly to buyers in the large and heavily populated Louisville area, through use of our experienced storage and distributing service.

We are equipped to handle perishables: fruit, butter, lard, cheese, oysters, eggs and vegetables—in cold storage; semi-perishables, such as coffee, cereals, flour, beans, rice, nuts, macaroni, sugar and syrups; and manufactured products: canned goods, vegetable oil, glassware and china, wool, clothing, cotton, paper furniture, books, etc. We handle the distribution of fifty-five different classes of products, covering a wide range, and we have room and facilities for many more.

**Ship to Us in Carload Lots**  
*Let Us Re-Consign  
Your Goods*

Save money on freight rates by shipping carload lots here and letting us attend to details of LCL shipments to your various buyers. Manufacturers in all parts of this country have found that it is cheaper and better to use Pickrell & Craig's service than to operate a warehouse of their own.

Let us tell you how we can help solve your distribution problems.

**PICKRELL  
& CRAIG Co.**  
Warehousing, Distributing  
& Selling  
**Louisville, Ky.**



# ideas to help Sales Managers pave the way



**A SALES MANAGER** told us that we had "helped smooth many of the bumps out of the road for his men."

That was his way of saying that we had worked out a selling idea for him and then dressed it up in the kind of printed morsels that his prospects found easy to take. His order sheets had proved it.

Maybe we can help smooth out some of the "hills and valleys" for you, too. Anyway, it will cost only a stamp to see.

*Yours for Better Business with  
Better Business Printing*

—R. J. HAUSAUER  
President

DICTATION MEMO

This looks like a chance to avoid some detours—write a letter to

**BAKER - JONES -  
HAUSAUER, Inc.**  
45 Carroll St. Buffalo, N.Y.

work. They forget that the printer soliciting their business, or even handling a portion of it, is exactly like their own salesmen, that they are apt to follow the line of least resistance. I say this with all due respect to the printer; all of us work best, do our big jobs, the jobs we are proud of, when contact with another personality stimulates us to activity.

## The News Slant

In a sense, the sales manager, advertising manager, or house organ editor, bears the same relation to the printer that the city editor does to his reporters. The reporter is on the street constantly. He is rubbing shoulders with every possible business situation. He meets and hears the problems of the butcher, the baker, the insurance salesman, the preacher, and the bootlegger. He brings into the city editor a head full of ideas from every corner of the city's life. The successful city editor is the one who has the ability to tap this fountain of news and information—to draw out of his staff what they have collected.

In the same way, the printer at eight o'clock "touches" the real estate business; at nine he talks to the engine manufacturer; at ten he discusses an announcement for a new clothing store. He lives with folks. As a practical merchandiser of his own product, the printer has come in contact with more merchandising problems than any other individual in the community.

The house organ editor who senses this, taps it, has the ability to make this "merchandising reporter" take off his coat and go to work for him—raises his own creative ability seven fold.

Almost every printer in the country has been setting up a "hue and cry" about his SERVICE. When the girl brings in the card from the outer office, we see down in the corner of the card that the concern whose representative is without, has installed a "service department" and is prepared to assist in the preparation of sales and advertising campaigns. We have the gentleman come in. He states that he "is ready to render SERVICE." We nod, say we haven't decided on the new house organ yet—and dismiss him because of the pressure of work at hand.

We get tired of hearing this cant about "Service." We want something definite, concrete—an idea that we can put to work today. We don't want the generality called S-e-r-v-i-c-e; we want ways and means for getting more profitable business.

Then why don't we ask him for it? Why don't we tell him frankly what our problem is today—tell him to go back to the office, to take off his coat and go to work on it? He may have a "Del Monte Special" packed away waiting for just this opportunity.

## What Dealers Want

Let us assume that it is a question of putting more life into your house organ. What has the printer to offer besides ink and paper? It is possible he might recommend that the story of Sally Jones and how she won the peanut race at the annual picnic, and stories of its kind, be eliminated, if we are going to continue to send our house magazine to the trade. The dealer in Seattle has little interest in Sally, or peanuts. (Six house organs mailed to dealers, containing news of the factory, lie before me on the desk as I write this.)

He might suggest, without any direct solicitation for getting more business for himself, that we get out two house organs—one for the factory and one for the trade, with an entirely different type of material in each. He might suggest that if we are going to get out a house organ at all, it be published regularly—that the only excuse for a house organ is its continuity of appeal; that if this be violated, it ceases to become a house organ and is just one more circular, to the recipient.

If it's an employees' magazine, he might suggest that its purpose is to SELL morale to the factory employees, and that the most competent man in the organization to sell anything is naturally the sales manager. Therefore, it should be taken out of the hands of the second-assistant-employment-manager, and directed by the man who knows the art of salesmanship.

He might tell us how the sales manager of the Westinghouse Electric & Manufacturing Company wrote an article for the employees' magazine which is still being talked about by the girls in the coil-wind-



## "Pay Dirt"

Let us "prospect" your business for the Dominant Idea—the *vital* reason for the existence of your business—the big inspirational selling idea that *overcomes* resistance and *implants* desire. It isn't usually on the surface. Let us help you *dig*.

**McJunkin Advertising  
Company**

FIVE SOUTH WABASH AVENUE, CHICAGO





## Forward-Looking Sales Managers

*Make this great  
plant their Chi-  
cago warehouse*



*Are your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?*

*Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business on the basis of quick delivery from Chicago stocks?*

*Do you know that many distributors whose factories are at a distance are finding that it costs actually LESS money to make delivery from stocks carried in Chicago's Big Downtown Warehouse than it does to fill orders direct from their factories?*

Our plant at the Pennsylvania Railroad's mammoth freight terminal in Chicago, with its unusual storage and rail-traffic facilities, is definitely designed to provide the modern and economical distribution methods that are necessary to assure successful advertising and sales effort.

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now. A dollar saved is a dollar made.

Let us know your particular problem in this market. It will receive the considerate attention of a distribution specialist.

## Western Warehousing Company

331 West Polk Street, Chicago

*"At the Edge of the Loop"*

WILSON V. LITTLE, Superintendent

ing department, viz., a description of New York sweat-shops before and after the installation of power-driven sewing machines—a story that brings a little lump to the throat when one realizes that these girls appreciated they were making life a little brighter for their sisters in the crowded sweat-shops of the metropolis.

### Helping the New Employee

There is a tremendous opportunity for a man who understands the subtleties of printed salesmanship, to tell the employee at the machine about his part in the world's work.

The printer knows from his experience—a lot of them have graduated from the country newspaper field—that the apparently insignificant personal items are the ones that sell the paper—to the salesmen, to the employees and to the trade. It's a job to gather these items. Talk it over; perhaps this outsider can make some suggestions for getting personals sent in to the editor.

Last week I talked over this question of house organs with two of the largest printers in the middle west, concerns that have specialized on house organs and house magazines for a number of years. I asked what suggestions they had to offer for putting more life into house organs.

One of them suggested that a regular page be devoted to the "green" employee, or green salesman, or a merchant who has just started up, to help them make the adjustment to their new environment. This page should be used to acquaint them with the entire organization of the publisher, its policies, departments, personnel, processes of manufacture, distribution plan, sales organization, etc.

He said, "One of the things that we are always losing sight of is the fact that there is constantly a new crop of individuals coming in. We older fellows assume that because we have been there for some time, that the novice knows all we know about our organization. We forget that the old stories are fresh to the new employee."

He also suggested that a column should be devoted to the subject of health, another column to thrift, to pension systems, to veterans' associations, etc.

"If it is a house organ sent to

salesmen," he continued, "cut out the Dr. Frank Crane type of sage brush philosophy. You're not conducting a course in morals. Instead, pass out ideas, 'buried' in the actual experience of other salesmen. I have found that the type of story the salesmen like best is the actual account of how some other salesman in some other line of business overcame the same kind of obstacle they are meeting daily. If your house organ goes to salesmen, make it a clearing house of sales experiences—keeping principles well to the front in each story, so that the reader will carry them away, and put them to work in his activity."

### Some Mechanical Helps

The second printer seemed to be more interested in the physical production of the house organ. He suggested, for instance, where a center spread was used to advertise directly the product to the trade, or to consumers, that it be run in color and inserted loose, thus saving expense in running color throughout the publication. "Keep away from the display type in the body of the publication—use a plain Scotch Roman, make the text easy to read. Use one picture on a page, unless a group of pictures is necessary to put over one idea. A heterogeneous layout of groups dissipates the attention and interest of the reader," he continued. And while he was speaking he showed me the cover page of a house organ picturing the installation of a device in seventeen different plants. One installation, enlarged, featured, would have been much more effective.

"Where the type on the page is heavy, break it into short paragraphs," he said, "put subheads in at frequent intervals. If the story is 'dry,' break the page with cartoons. Put some 'punch' into the postal card, coupon, or order blank, if one is enclosed. Use a running head on each page for identification; if a page is torn out, the publisher of the house organ loses credit, unless that page carries his name. Put more white space in the margins at the outside and bottom and at the inside and top. 'The Right Angle,' a publication gotten out by the General Fireproofing Company, carries a two-inch margin at the bottom and outside, with an inch at the top and inside."

# GOOD HOUSEKEEPING & STRATEGIC MARKETING

"WE are opposed to any advertising expenditure that is not a part of a carefully thought-out plan; that has not been properly correlated with the whole efforts of the sales department and is not undertaken with a determination to see the plan through. We are not unmindful of the fact that a recent analysis by the New York University showed the great majority of tombstones in the advertising graveyard are inscribed, 'He quit too soon.'—From an editorial in January Sales Management.



No. 5. [If you have not seen 1, 2, 3, and 4, we will gladly send them.]

## We Acted on a Theory— and This is What We Learned

BY MARTIN L. PIERCE

Research and Promotion Mgr., The Hoover Co.  
(Makers of the Hoover Vacuum Cleaner)

Nearly two years ago we made an investigation to determine the reading habits of American women—to find if we could, the magazines necessary for us to use in order to reach and interest prospects for our product.

To do this, we prepared a questionnaire which was sent with addressed and stamped return envelope to ten thousand of the most recent Hoover purchasers. The theory of our action was that if we could find what Hoover users were reading that we could locate prospects through the use of the magazines specified.

In this investigation Good Housekeeping stood out head and shoulders above all other magazines. These are facts.

The results of our research work did not surprise us as we have always regarded Good Housekeeping as one of the foremost women's magazines. It seems to reach a particularly desirable class, and to have an unusually strong hold upon them.

—GH—

Why isn't more furniture trade-marked? Manufacturers and advertising agencies please advise.

—GH—



An advertising agency took the circulation lists of Good Housekeeping and all the other women's magazines, for Scarsdale, New York, a very high-grade residential suburb. The agency found that in Scarsdale, Good Housekeeping's subscription circulation was almost three times that of the next woman's magazine, in spite of the fact that the national circulation of this other magazine is double that of Good Housekeeping. Here you have a clear case of quality circulation in volume.

—GH—

When you tell the trade about the magazines in which you are advertising, why not sell them these publications? The trade isn't as familiar with advertising and circulation facts as you are. Tell them about the magazine, the number of homes it reaches, its buying power, its general influence.



An understocking was advertised in 42 lines in Good Housekeeping. The product has excellent distribution in the larger cities but not in the smaller towns. The advertisement was essentially straight publicity but there was one phrase tacked on to the effect that if the dealer could not supply, "send two dollars direct." Between three and four hundred direct orders were received. Out of these unexpected direct returns alone, the advertisement more than paid for itself.

—GH—

594 national advertisers are using April Good Housekeeping—because Good Housekeeping sells merchandise. Get a copy of April Good Housekeeping and look over the Advertising Index page. You will find it an interesting "Who's Who."

—GH—

Says Harry Tipper: "Often in the advertising business, the buying of advertising is not thoroughly investigated from the whole standpoint of its suitability, and if the reasons for recommendations were put down entirely they would not present the analysis which is common in other departments of business." Here is a thought, applied to space buying, which every advertising executive and sales manager would do well to ponder carefully. Circulation, of course, cannot be measured with a yard stick, but it can be subjected to an intensive analysis which, in the long run, would yield better results.

—GH—



To date, 11,777,500 Good Housekeeping Institute labels have been sold to manufacturers who realize the value of the Institute endorsement as a selling help. This does not include the many thousands of electros that have been sold for imprinting on the product itself, these impressions running into many millions. Then, there is the Bureau seal which one food product manufacturer, alone, prints on over twenty million packages per year.

## Household Wares

A manufacturer of household wares has 190,293 retail outlets.

These comprise house furnishing stores, hardware stores, general stores and department stores maintaining house furnishing departments. If he attempts to reach all of them, he is faced with a gigantic selling and distributing problem which involves much waste.

One way to overcome this difficulty is to realize that 43% of all of these outlets are located in 663 principal trading centers where more than 50% of the total volume of business in these lines is done.

It is material of this nature which the Marketing Division of Good Housekeeping is pleased to place at the disposal of interested manufacturers.

For 6 months now Good Housekeeping has been over the million mark.

—GH—



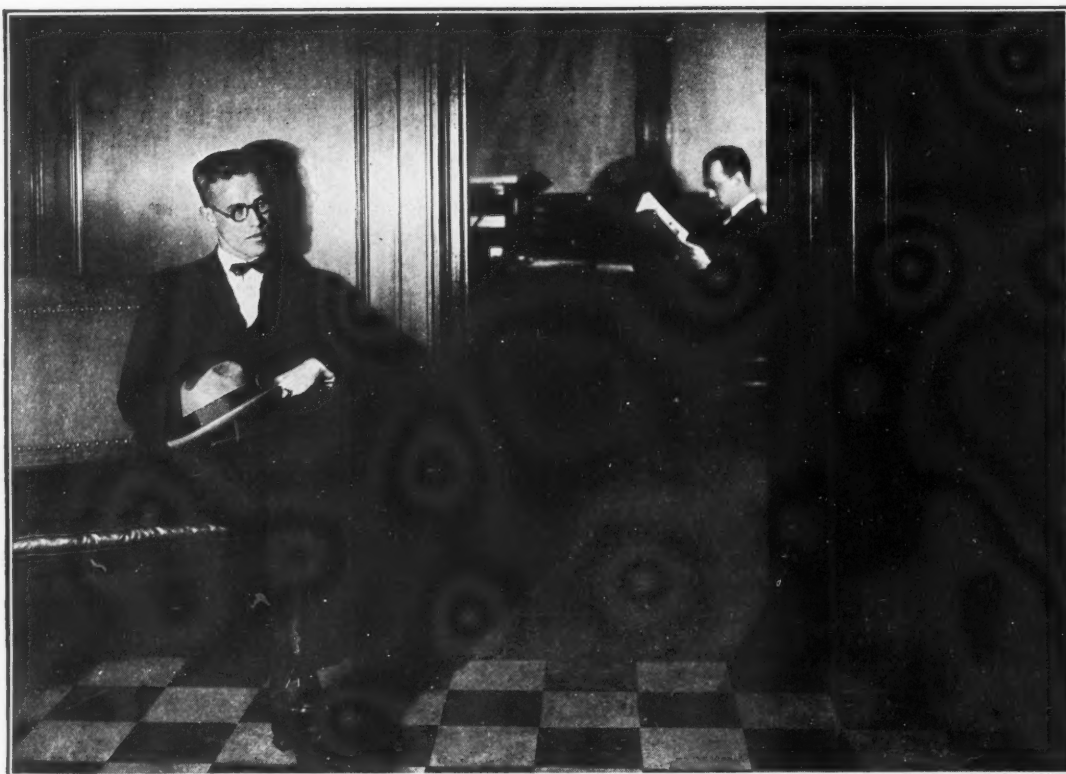
Among the 37 foreign countries from which inquiries have been directed to Good Housekeeping's Health and Happiness Club (a service for mothers and mothers-to-be) are the following:

China	Ecuador
Egypt	Korea
South Africa	Jugo Slavia
Peru	The Malay States

—GH—

If you are interested in the general problem of markets—if you want to secure widespread distribution with a minimum of lost effort and expense, if you want an approach to the dealer from which resistance has been removed, you will be interested in the plan described and documented in "The Trade's Acceptance". Sent to interested executives; just write for it on your letterhead.

This page appearing now and then, is published by Good Housekeeping in the interests of better advertising and marketing. Address, 119 West 40th Street, New York.



## The Timid Salesman and the Bold Booklet

**A** GOOD SALESMAN can do many things that a printed booklet cannot do. But in fairness to good printing, there are certain places where a good booklet has advantages over an untrained salesman.

A good piece of printed salesmanship is never timid. It is never self-conscious, never frightened by the buyer's indifference, never deceived by the buyer's hints that he can get a better price elsewhere.

The printed message is not oppressed by the fear of losing an order. It never hesitates, never stammers, never fidgets, never looks at its watch, never forgets what it was told to say. It is never upset by telephone interruptions, never looks for a place to deposit a half-burned cigar.

A good booklet never lets the subject be changed, never gets led into a discussion of a competitor's goods or methods, and never forgets to go promptly when the interview is over.

Your salesman's work may be divided into four parts: introducing the line; interesting the buyer; arousing his desire; and closing the sale.

Good printing—booklets, folders, broadsides—can do the first and the second, and part of the third—and reduce the time it now takes your salesman to do the fourth. Less time per call means more calls. More calls mean more orders.

Good printing used persistently is the most effective help you can give your salesman, and the most economical means you can use to cut down your selling costs.

Good printing does not have to be trained by bitter experience. The experience of your printer if he specializes in high-grade work is sufficient to keep you from the pitfalls caused by poor paper or too hasty work.

Better printing is a combination of the work of better printers and better paper. It is simple to employ the first; it is easy to select the second. In fact, the employment of a good printer usually means that you will certainly have your work done on printing paper of known and standard quality.

The simple way to prepare effective direct advertising is described in a series of books published by S. D. Warren Company. These books are known as the "More Business Series." You can obtain them as they are issued, without cost to you, from any distributor of Warren's Standard Printing Papers, or by writing direct to us.

S. D. WARREN COMPANY, 101 Milk Street, Boston, Massachusetts

# WARREN'S

## STANDARD PRINTING PAPERS

*Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding*



## "Constant Reader" Says We Are Too Serious

Editor, "Sales Management":

The man who signed himself, "a reader since 1918," who wrote the letter published in your January number, has a lot in common with Sherman Whipple, the brilliant Boston lawyer, who was asked to tell his funniest experience. He stopped and thought for a few minutes. "I am glad you asked that question," he replied, "because it brings to my attention the fact that nothing funny has ever happened to me, or, if it has, I have not recognized it as funny."

I can see your reader in his office—stern, unbending, with numerous desk mottoes:

Don't Park Here  
My Time Is Valuable  
Make It Snappy

Business Is a Serious Undertaking

How he must enjoy the conferences he calls each day—and how peevish he will be when he reads "CON" in your December number. I am afraid he will accuse you of being sacrilegious because you have attacked an institution which to him is as important as Christianity. Undoubtedly he is a man who is incredibly heedless in the formation of his beliefs, but who finds himself filled with an illicit passion for them when anyone proposes to rob him of their companionship.

Well, Mr. Editor, you can't please everybody. You secured me as a reader when you ceased to be so all-fired serious, but perhaps you lost Mr. 1918. I look at your magazine this way: I don't have to read it—I won't pass out of the picture if I miss a copy occasionally. But I will read it if you make it look interesting, and can compete with all of the other things that I like to do in my spare time. Remember we have the movies, Mah Jongg, golf, and a host of other magazines and books to demand a part of our time. It doesn't have to rival "Life" and "Judge," but I'll bet that you can continue to give your readers meaty facts without making them taste like castor oil. I am,

A Reader Until 1964 If  
You Don't Get Toodamnserious.



## Cars for Salesmen with your "Grief" taken out

**A**N efficient, responsible service corporation now offers you the advantages of private motor cars for your salesmen—with none of the abuses or excess costs.

Your salesman can now have a new, clean car whenever he needs it and pay only for the exact distance he drives. The cost is actually less than private ownership and no lost time, repairs, or accounting expense on your part. Complete liability protection and insurance above \$15 damage.

Flexibility of this service as auxiliary to rail has been demonstrated by national selling organizations. The cost is as low as 10c per mile and no higher than 14c for any type Ford. Gear Shift rates 16c. You buy your own gas and oil.

Traveler's Identification Cards (illustrated above) eliminate red tape. With these, your men can get cars instantly at fifty Saunders Stations in 40 cities. May we send details of Saunders Service as applied to your business?

**Saunders Drive-It-Yourself Co.**

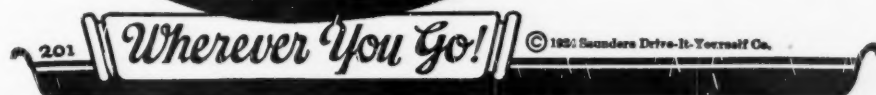
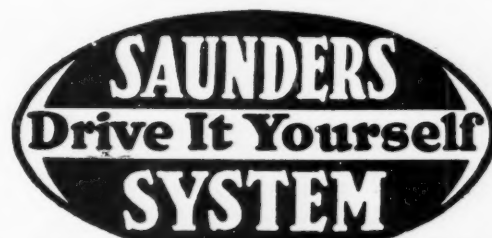
Executive Offices  
201 Saunders Bldg. Kansas City, Mo.

### A National Institution



Saunders System owns, controls and operates stations in these cities:

Akron	Louisville
Atlanta	Loveland, Colo.
Bessemer, Ala.	Memphis
Birmingham	Milwaukee
Chattanooga	Mobile
Cincinnati	Moline
Cleveland	Montgomery
Columbus	Nashville
Davenport	New Albany, Ind.
Dayton	Oklahoma City
Denver	Omaha
Des Moines	Peoria
Evansville	Rockford
Ft. Collins, Colo.	Rock Island
Galesburg	Springfield, Ill.
Houston	Springfield, O.
Indianapolis	St. Joseph, Mo.
Kansas City	Tulsa
Lincoln	Tuscaloosa, Ala.
	Washington, D. C.



# SALES MANAGERS— MERCHANDISERS— EXECUTIVES

**C**AN you make a *real* survey of the market and tell your sales average per 1,000 population?

—Have you available the real dope on wages, earnings, home owners, in all sections of the country? Do you know the Cincinnati market?

Cincinnati as a city is *the typical American city*—for it represents and parallels all the growth of the country at large. Its population is practically identical as far as foreign born is concerned—and its wage earners earn in direct proportion to the wages earned elsewhere, while the living expenses are lower.

*For example*—14% of the people of Cincinnati earn 40% of its Total Income

—While the next 47% earn only 42%

—and the 39% which is left, only 18%.

This being the case, isn't it practical to try Cincinnati first, so that you can get a true picture of your market? If you know your average sale you can figure *true* consumption and predicate business with a better knowledge.

—In the Cincinnati market, the one predominating morning paper is The Cincinnati Enquirer—because it covers intensively the people who earn over four-fifths of Cincinnati's income.

*Full data, analyses, salesmen's routes—will be supplied. Apply Merchandising Dept.*

**8th City**  
In Owned  
**HOMES**  
**28.7%**  
Own Their  
Own Homes

## The CINCINNATI ENQUIRER

One of the World's Greatest Newspapers

I. A. KLEIN  
50 E. 42nd Street  
New York

I. A. KLEIN  
76 W. Monroe Street  
Chicago

R. J. BIDWELL CO.  
742 Market Street  
San Francisco

# Tactics that Won in Cincinnati

Experiences of sales executives who have found the key to successful selling in the city where the North merges into the South

"CINCINNATI, most northern southern and the most southern northern city," said one sales manager in describing the town, "is so typical that it is different. I don't know any other town that contains such a varied assortment of what we are pleased to term typical American characteristics, yet taken as a whole it is different from every other nearby city. It is totally unlike Cleveland, quite different in many ways from Indianapolis or Louisville, perhaps a trifle similar in some ways to St. Louis, but generally speaking different from all of these cities."

Situated as it is at the gateway to the south, one has only to take a ten-minute trolley ride across the Ohio to find a community as typically southern as Savannah, Georgia, or Jackson, Mississippi. Another short ride of a few hours and you reach Dayton, a typical northern manufacturing center with no southern characteristics whatever. So it is no wonder that Cincinnati presents a puzzle to the sales manager seeking the quickest methods of obtaining distribution or bolstering up sales.

One method of approaching the Cincinnati market which was followed by the packers of Postum Cereal when that product was first introduced, affords the sales manager an easy method of winning distribution in parts of Cincinnati's trading territory, and at the same time of breaking into the larger market with the least difficulty. Postum Cereal approached Cincinnati by way of Dayton. As a rule the smaller cities respond more quickly to advertising and less effort and time is required to gain a foothold. After the campaign went

over successfully in Dayton the larger market to the south was then pried open with a generous advertising campaign.

In Dayton some of the leading chain stores, whose offices are in Cincinnati, were besieged with calls for Postum Cereal. Naturally they called upon the Cincinnati offices for

concern, a local one owned by a former cigar manufacturer, started several months ago to advertise its line of high grade perfumes three times a week in one of the local papers. It was a very modest campaign as campaigns go these days, but in a short time eighty-two outlets in the very best drug and department stores were opened and sales have mounted almost weekly to a very satisfactory figure. The advertising continues to appear regularly three times a week. None of the chain stores have as yet taken on the line—in fact they have not been approached, for the simple reason the line is such that it sells best in the more exclusive atmosphere of the less aggressive stores which do not feature it at cut prices.

The problem of getting a new product on the market worries not only the new or unknown manufacturer but the old manufacturers who are bringing out new products. The methods used by Smith Bros., the w.k. cough drop manufacturers, is interesting in that it shows how they corralled an entirely new group of buyers with a new product without losing any trade on their old

line. As most everybody knows the original Smith Bros. cough drop was a black one. They decided to bring out a menthol cough drop of lighter color. Cincinnati was one of the first towns where the new product was marketed. Several packages of the new brand were inserted in each case of the original product. The nature of the product prevents very much intensive work, so this method was selected as the quickest and best introductory plan. Backed up by advertising, the new product soon caught on and in a few

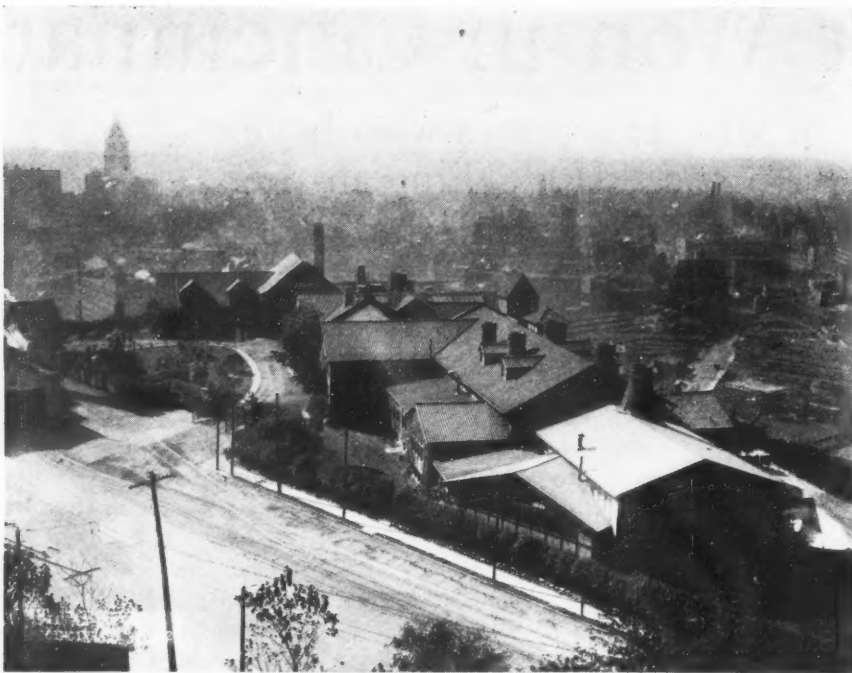


How Cincinnati looks from across the Ohio

supplies. Then when the product was introduced in Cincinnati it was not difficult to obtain a complete distribution among the chain stores which are a dominant factor in the food products trade of Cincinnati and surrounding territory.

In spite of the strong position of the chain stores in both the drug and grocery fields, it is entirely possible to make a success of the Cincinnati market without the aid of the chains. Witness the success of La Gloire Perfumers with a line of perfumery and toilet articles. This





Photos courtesy Cincinnati Chamber of Commerce

**The famous Rookwood pottery plant in Cincinnati**

months was selling more rapidly than the older one.

Cincinnati has managed to acquire a reputation of being a cheap market, yet this reputation seems to be more of a myth than a fact. Prices in some lines seem to be lower than the same goods are sold for elsewhere, but this is largely due to the intense competition that prevails among the many retail stores in all lines. The chain stores have had a salutary effect on the independent grocers. They are more modern, more aggressive and maintain better stores than is often found in cities the size of Cincinnati—they have learned that the chain store around the corner thrives not only because of low price, but because of a better appearing store and more alert clerks.

The income of Cincinnati parallels very closely the national income. This fact was brought out by a very careful survey of the Cincinnati market recently made by one of the leading advertising agencies. Its industries and source of wealth are varied, and its jobbing and wholesaling activities tap a territory of diversified interest, so that it is not dependent on crops or industrial conditions in any one particular field. Cincinnati's trading radius includes Kentucky, Southern Ohio, West Virginia, and Indiana in the wholesale and distributing fields, while of course its manufacturing plants sell their products

in every corner of the world.

In selecting a distribution center for a large part of the southern trade many manufacturers have selected Cincinnati, for it is the freight rate breaking point for a large part of the traffic which moves between the North and the South. Many eastern manufacturers have found that products brought from eastern manufacturing centers may be shipped to Cincinnati and warehoused or distributed to other points at a cost considerably less than the through freight charge from the East.

It is said that Cincinnati is

rapidly living down its reputation for conservativeness, although it cannot be denied that Cincinnatians are prone to be careful buyers, likely to take their time about accepting a new product.

One sales manager in commenting on this feature of Cincinnati marketing problems said, "Flash campaigns, where the manufacturer sends in a 'wrecking crew' with the hope of winning a wide distribution in a short time on the strength of a short but spectacular advertising campaign, are destined to failure if we may judge from past experience with Cincinnati campaigns. What is needed here is a patient, steady, well-planned drive for sales. When such a campaign is conducted, Cincinnati will respond as satisfactorily as any other city its size, but it is not, and perhaps will never be, quick and eager to grasp the new product merchandised by whirlwind campaigns."

But in spite of this advice we see evidence of the responsiveness of the Cincinnati market in the experience of The Aluminum Cooking Utensil Company which recently conducted a special campaign on two aluminum utensils. Large space advertising was used to feature a special saucepan which was sold for 75c and a four-quart kettle which sold for \$1.45.

In the advertisements names of thirteen Cincinnati dealers were listed as well as four dealers in Newport, Kentucky, and four



**One of Cincinnati's many excellent high schools**

# When in Rome do as the Romans do

**I**N Cincinnati too, Mr. National Advertiser, it pays to conform your advertising methods to the example of the typically successful Cincinnati merchants. The people who read and respond to their advertising and who consistently register a preference for their principal advertising medium will as certainly respond to yours if presented through the same medium.

In Cincinnati for sixteen consecutive years local department and ladies' suit stores have placed practically four times as much display advertising in the Times-Star as they have placed in the second evening paper. In 1923 this lineage, to be exact, was 4,519,523 lines in the Times-Star as against 1,279,648 in the second afternoon paper. In the leading morning paper this lineage was 1,499,426 on week days and 1,398,476 on Sundays.

These figures have their parallel in the city circulation figures of the leading Cincinnati newspapers:

Times-Star . . . . .	109,150 Net	(Member A. B. C.)
Second Evening Paper .	86,500 Net	

The circulation of the leading morning newspaper is not subject to A.B.C. verification, but the publisher's statement places the city circulation at only 41,879.

**CINCINNATI**



**TIMES-STAR**

*CHARLES P. TAFT, Publisher.*

*C. H. REMBOLD, Manager.*

MEMBER OF AUDIT BUREAU OF CIRCULATIONS

# PENTON PUBLICATIONS



## IRON TRADE REVIEW

Iron, Steel, Metalworking. Established 1883. Published weekly.

## THE FOUNDRY

Foundry practice in all its phases. Established 1892. Published semi-monthly.

## DAILY METAL TRADE

Spot news of Iron, Steel and Metal Markets. Established 1909. Daily, except Monday.

## MARINE REVIEW

An International Marine publication covering shipbuilding, transportation, operating. Established 1870. Published monthly.

## ABRASIVE INDUSTRY

The only publication devoted exclusively to the art of grinding. Established 1920. Published monthly.

## POWER BOATING

Devoted to pleasure boats and power work boats. Established 1905. Published monthly.

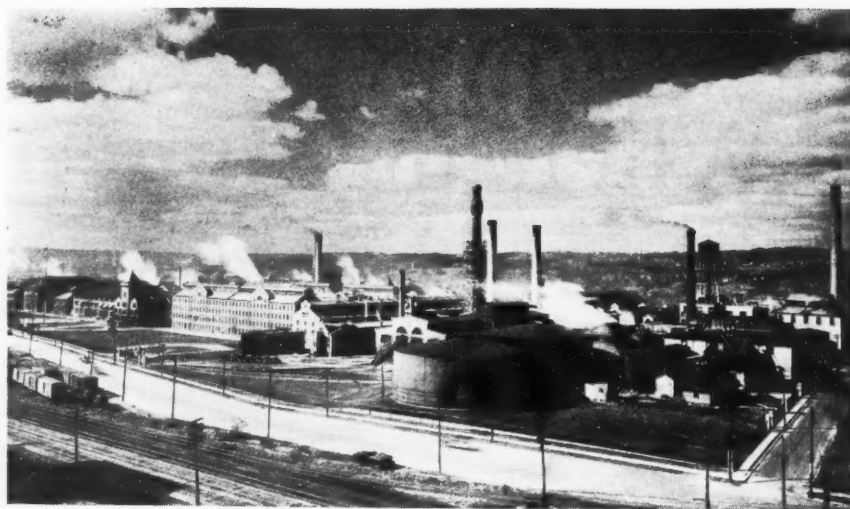


Penton on the masthead of a publication is a guarantee to the advertiser of editorial aggressiveness, high reader-interest and sound circulation-getting methods.

The Penton Six—shown above—are good advertising mediums because they are worth reading every issue. You can't blanket any of the fields represented without them.

**The Penton Publishing COMPANY**  
Penton Building  
**CLEVELAND OHIO**

Member A. B. C. and A. B. P.



Part of the Procter & Gamble plant at Ivorydale

dealers in Covington, Kentucky. It is said that this campaign brought the company sales of approximately ten thousand dollars in a few weeks. Many women who go to the stores with the intention of buying only the advertised specials remain to buy other items at the regular price, which of course aids in increasing total sales during the time the drive is on.

In determining the place of Cincinnati in your list of cities which will be treated with special merchandising plans, it is well to remember that the population of Cincinnati alone is only a portion of the real Cincinnati market. There is the city of Norwood—to all intents and purposes as much a part of Cincinnati as Greenwich Village is a part of New York, yet nevertheless an incorporated town whose population is not included in the official figure of 401,257 which is credited to Cincinnati by the fourteenth census. Unofficial figures on Cincinnati's population vary from 406,312 to more than 450,000. Norwood has a population of 24,966 and is so much a part of Cincinnati that no one could ever guess where Norwood begins and Cincinnati leaves off were it not for the signs marking the city limits of the two towns.

Then there are the Kentucky towns across the Ohio River. Dayton, Covington, Newport, Bellevue, Bromley, Ludlow, and Ft. Thomas are connected with Cincinnati by means of five bridges across the river, and are really integral parts of Cincinnati, being largely residential districts for people whose business interests are in the Ohio city. The total population of these Ken-

tucky towns is estimated at approximately 120,000, the two largest towns being Covington with a population of 57,121, and Newport with 29,317.

Within a radius of fifty miles there are ninety-three towns of more than 500 population, the largest of which include such towns as Dayton, Ohio, with its 152,559 population; Hamilton with 41,336; Richmond, Indiana, with 26,765, and a number of smaller towns ranging around two, three and six thousand population. It is estimated that there is a population of 1,197,794 within fifty miles of Cincinnati.

As was intimated in the first of this article Cincinnati is not a center of large groups of foreign born. It is said to have a smaller percentage of foreign born than any other large city in the country, the actual percentage being 11.7 per cent of the total, which is approximately a four per cent decrease since 1910.

By far the greatest number of foreign born citizens of Cincinnati are from Germany.

"My advice to sales managers regarding the Cincinnati market," says a local sales executive, is: "Come to Cincinnati and study this market, talk with the jobbers, the retailers, and brokers, ride up one of our famous inclines and walk around over the bluffs and hills, go across the river and study conditions over in the Kentucky towns and talk with as many consumers as possible. Many manufacturers, including the Cream of Wheat Company, have learned a great deal about this market which helped them in successfully merchandising their products here."



1874

GRUEN

1924

Fiftieth Anniversary  
Watch\$500<sup>00</sup>

**W**E present this watch as the supreme example of our art and science, to commemorate our Fiftieth Anniversary.

It was planned and produced under the personal direction of our president, himself an expert horologist. We believe it achieves the high ideal he set for it—to be the finest, most costly watch movement ever made, and the last word in horological instruments of precision.

The movement is made of solid gold throughout, engraved in the old guild manner, and jeweled with twenty-three rubies and diamonds.

The case is of solid green or white gold in the Gruen Pentagon

or other designs. If desired, the movement may be had, at an additional cost, in a platinum case or with diamond decoration.

The presentation box is an exquisite bit of workmanship, a complete jewelry chest.

Only a very limited number of these watches have been made and no more will ever be produced. Mr. Gruen desires these to go solely into appreciative hands, and they will only be shown by appointment and reservation.

FRED G. GRUEN, PRESIDENT, GRUEN WATCH MAKERS GUILD  
TIME HILL, CINCINNATI, OHIO, U. S. A.

*Engaged in the art of watch manufacturing since 1874*

# TEN YEARS' PROGRESS

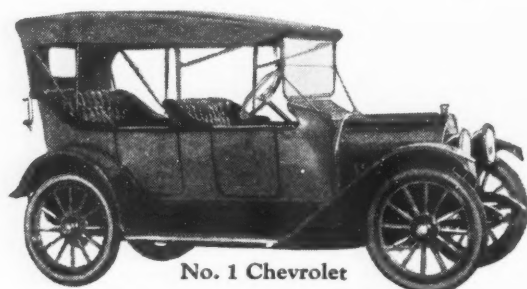
for Economical Transportation



## 1914

### SPECIFICATIONS

Horsepower, S. A. E.	- - -	21.7
Weight	- - -	2500 lbs.
Tires, 32 x 3 1/2, fabric	- (about 4000 miles)	
Top	- Two-man, with side supports	
Gas Feed	- - -	Air pressure
Windshield	- - -	Folding
Rims	- - -	Detachable
Cooling	- - -	Thermo system
Rear axle gears	- - -	Straight teeth
Oiling system	- - -	Splash
Chassis lubrication	- - -	Grease cups
Back curtain light	- - -	Celluloid
Side curtains	- - -	Stationary
Finish	- - -	Paint, air dried
Gasoline mileage	- - -	About 18
Service brake	- - -	Clutch combination
Wiring harness	- - -	Open
Insurance rating	- - -	B
Terms	- - -	Cash
Service stations	- - -	About 1000



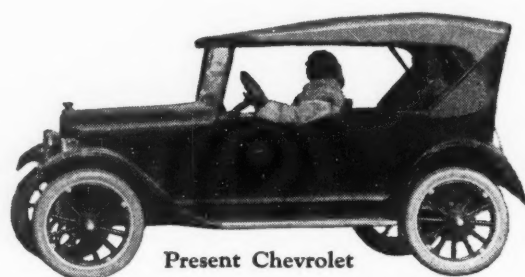
No. 1 Chevrolet

Price, 1914, \$1000

## 1924

### SPECIFICATIONS

Horsepower, S. A. E.	- - -	21.7
Weight	- - -	1880 lbs.
Tires, 30 x 3 1/2, fabric	- (about 8000 miles)	
	- (Cord Tires on all closed models)	
Top	- - -	One man
Gas feed	- - -	Suction
Windshield	- - -	Double ventilating
Rims	- - -	Demountable
Cooling	- - -	Pump circulation
Rear axle gears	- - -	Spiral bevel
Oiling system	- - -	Pump, forced feed
Chassis lubrication	- - -	Alemite
Back curtain light	- - -	Glass
Side curtains	- - -	Open with doors
Finish	- - -	Baked enamel
Gasoline mileage	- - -	About 24
Service brake	- - -	Separate brake pedal
Wiring harness	- - -	In conduits
Insurance rating	- - -	A
Terms	- - -	As desired
Service stations	- - -	About 20,000



Present Chevrolet

Price, 1924, \$495

THE pronounced leadership of the automobile business in restoring the old-time purchasing power of the dollar is best illustrated in the increased quality and decreased price of a Chevrolet.

The reductions in prices have more than doubled the purchasing power of the consumer's dollar, although the specifications and design show marked increase in quality.

Big volume production made these economies possible. Note the ten years' record of Chevrolet sales:

### Ten Years' Record of Chevrolet Sales

1914—	5,005	1919—	151,019
1915—	13,700	1920—	155,647
1916—	69,682	1921—	77,627
1917—	125,399	1922—	242,373
1918—	93,814	1923—	483,310

We are the world's largest manufacturers of quality cars, having attained this leadership through offering the utmost possible per dollar value in modern quality automobiles.

Before buying any car at any price See Chevrolet First.

**Chevrolet Motor Company, Detroit, Michigan**  
Division of General Motors Corporation

### Prices f. o. b. Flint, Michigan

Five United States manufacturing plants, seven assembly plants and two Canadian plants give us the largest production capacity in the world for high-grade cars and make possible our low prices. Dealers and Service Stations everywhere. Applications will be considered from high grade dealers only, for territory not adequately covered.

Superior Roadster	. \$490	Superior Commercial	
Superior Touring	. 495	Chassis	. . . \$395
Superior Utility Coupe	640	Superior Light Delivery	495
Superior 4-Pass. Coupe	725	Utility Express Truck	
Superior Sedan	. . . 795	Chassis	. . . 550



## Men Who Will Help Us Answer Your Sales Problems



### Problems in Jobber Sales

BENTLEY P. NEFF  
President, F. A. Patrick & Co., Duluth,  
Manufacturers and Jobbers

### Problems in House-to-House Selling

F. S. BEVERIDGE  
Vice-President and Director of Sales, Fuller  
Brush Company, Hartford, Conn.

### Problems in Market Research

R. O. EASTMAN  
Of R. O. Eastman, Inc., Cleveland; Former  
Advertising Manager, Kellogg's  
Toasted Corn Flakes Co.

### Problems in Industrial Selling

GEORGE W. WHYTE  
President, MacWhyte Company, Manufacturers  
of Wire Rope, Kenosha, Wis.

### Sales Cost Practices

JAMES P. MCGREGOR  
Certified Public Accountant  
Chicago

### Personnel Problems

B. J. WILLIAMS  
Director of Sales, The Paraffine Companies,  
San Francisco, Cal.

### Problems Regarding Advertising

CHARLES W. MEARS  
Counsellor in Marketing, Formerly Advertising  
Director, Winton Company, Cleveland

### Problems in Salesmanship

WILLIAM MAXWELL  
General Sales Manager, American Safety Razor  
Corporation; Founder, William Maxwell  
Institute of Salesmanship

### Problems in Export Selling

HENRY H. MORSE  
Chief, Domestic Distribution Division,  
Department of Commerce, Washington, D. C.

(Other names to be announced next month)

## The Responsibility of Salesmen for Samples Entrusted to Them

Editor, SALES MANAGEMENT:

Do you know the standard policy with reference to the responsibility of salesmen for valuable samples? To illustrate, samples not of the character of jewelry samples or gold and silver, but of instruments and other small articles that have a total net cost value of about \$300, with the sample case worth perhaps \$100 more, or a total of \$400.

Our reason for asking is that one of our salesmen refuses to accept responsibility for samples of that character even though we carry insurance which limits his liability of loss to such times as he may leave the samples in his automobile or in any place that is not guarded or in charge of some individual.

We do not feel that we can sacrifice that principle as we have a sales force of about fifteen men and naturally it involves a property value of about \$6,000. What is the standard practice? Does the average firm require its men to be responsible for samples, or do they accept full responsibility against loss themselves?

Your salesman is wrong in not being willing to accept responsibility for his samples. We know of no concern whose samples are as valuable as yours which does not require a strict accounting for all samples placed in the hands of salesmen. Of course not every firm is as strict in practice as in theory, but it is a positive fact that many concerns not only charge samples to the salesman's account, but collect for them if they are lost.

It is nothing uncommon for many salesmen to carry upwards of a thousand dollars' worth of samples. Where a concern has five or six hundred salesmen the sample lines are a huge investment. Inquiry shows that one concern estimates the cost of its samples at \$300,000—interest alone being \$18,000 a year at six per cent. Obviously this concern could not think of permitting their salesmen to accept no responsibility for samples.

The leniency of many concerns in dealing with the sample problem is perhaps due to the fact that so many sample lines become worthless, or nearly so, after a season's use. This has led some concerns to handle samples carelessly because they have become accustomed to writing off a certain appropriation each year as loss on samples. In some organizations salesmen are required to sell their samples and report the sale before they are equipped with new ones.

Judging from the practice prevailing in the greatest number of cases we feel that you are amply justified in your stand that the salesman must accept full responsibility for samples entrusted to his care. Most any other concern will demand the same responsibility.

Editor, SALES MANAGEMENT:

We believe that you are best fitted to give us an answer on the following problem. The ultimate decision is to rest with you.

Is a salesman (working on a commission basis only) entitled to commission on a sale made by the house, in the house with an account having originally belonged to the house but had been inactive for several years until revived by the salesman who had previously (to the sale in dispute) sold them twice, each time getting his commission?

The problem is whose account is it?

From the information submitted we would say that the salesman was entitled to this account and should be given credit for the commission on the sale, even though he did not actually complete the sale in question. Our decision is based on the presumption that any account which had been inactive for several years would be as difficult—if not more difficult—to revive than it would be to obtain an entirely new account. Obviously the house had given up the account as lost, or had neglected to make any effort to revive the account. In either case it seems that the salesman is entitled to full credit for bringing a former customer back into the fold, and that he should be compensated for this work by commissions on all sales made to this account so long as he remains in the employ of the house and continues to call on the account. This brings



## Loose-Leaf Catalogs Decrease Costs



*You needn't discard a whole edition because a few pages become obsolete*

Frequently a permanently bound catalog is out of date a few days after it is printed. A few changes in price and products and it's necessary to re-run the entire book.

CESCO Loose Leaf Catalogs can always be kept new and up to the minute. Simply replace the obsolete pages with new ones as changes occur. That's why CESCO Loose Leaf Catalogs cut down the tremendous cost of frequent reprinting of an entire edition and make better units in your sales organization, because they are always up to date.

### Send for this Booklet

We have just prepared a new booklet illustrating and describing an extensive variety of Loose Leaf Binders for Catalog and other Sales Department requirements. It contains valuable information for anyone contemplating the preparation of a catalog. It describes and shows our new method of decorating covers with the air brush process. A copy will gladly be sent on request.

**The C. E. Sheppard Co.**

*Makers of CESCO Binders*

260 Van Alst Ave. Long Island, N. Y.

up the matter of salesman's contracts. Every possible contingency should be provided for in the salesman's contract, particularly when there is a commission arrangement that reserves certain accounts for the house. In writing a contract of this kind house accounts should be specifically listed, or if that is impossible there should be a definite written agreement setting forth just what constitutes a "house account," and what constitutes an "outside account," or an account on which the salesman is entitled to commission. Many sales contracts definitely state just how long a salesman is entitled to commission on an account in the event he ceases to call on it. One contract we recently inspected stipulates, "Commissions will be paid on mail orders only so long as the salesman reports calls on the customer in question at least once in thirty days."

## Use of Points in Computing a Sales Quota

Editor SALES MANAGEMENT:

We have had submitted to us and think we will put into operation soon the plan of bonus as outlined in the circular letter enclosed herewith. If you wish you may give us your opinion of same.

It first provides that the men who actually make the sales receive the prizes, whether they are on commission or drawing a salary from a district manager, and in such cases where men are employed on a salary their names should appear on the contract for the sales so that the proper number of points may be credited to them.

Second, a district manager should not participate on his own sales.

Third, sales made at special prices or where special discounts are allowed should not be counted. All orders must be for immediate delivery. Sales on which our terms are not strictly observed will not be counted. Ten dollars on each sale shall equal one point.

The plan is as follows:

1. Those who have not exceeded in any previous month seventy-five points will be paid ten cents for each point *over seventy-five points*.
2. Those who have exceeded seventy-five points in any month and not over 100 points will be paid eleven cents for each point *over 100 points*.
3. Those whose sales have exceeded 100 points and not over 150 will be paid twelve cents for each point *over 150 points*.
4. Those whose sales have exceeded 150 points and not over 200 points will receive thirteen cents for each point *over 200 points*.
5. Those whose sales have exceeded 200 points and not over 250 points will be paid fourteen cents for each point *over 250*.
6. Those whose sales have exceeded 250

points and not over 300 points will receive fifteen cents per point for each point *over 300*.

7. All sales in excess of 300 points, regardless of what sales have been made previously and subject to the conditions above named, will receive fifteen cents per point on all in excess of 300 points.

We have checked this over carefully, and would state frankly that we do not like the basis of your quota. According to this plan, you are setting your salesman's quota on the basis of his past experience—perhaps an exceptional month in business for him. That is, if in 1923 he went over one hundred points in some one month, it might happen that considerable business had been hanging fire for some time and just happened to break in that month, due possibly to business conditions in that particular locality during the month. We have always thought that the high water mark in sales per month was a poor indication of a salesman's ability.

Such criticism is possibly superficial, but would it not be better to base the salesman's quota on an average month? It has always seemed to us, from observations of what other concerns are doing, that the best way to fix a quota is to base it on a salesman's past performance, plus the potential possibilities in the territory for the coming year. We appreciate that this requires considerable investigation, collection of facts and data, etc., yet it is time well spent.

By making your quota in points per month more flexible, it always gives you a chance to reset your quotas in case a salesman makes more money than he is entitled to, or the quotas are too high.

From an operating standpoint the plan you have outlined will work—that is, it is easy to compute the prizes. Yet, we wonder if more consideration has not been given to the "bookkeeping" entailed than to sales possibilities?

Since the first part of this issue of "Sales Management" went to press, announcement has been made that Henry H. Morse, formerly general sales and export manager of the Regal Shoe Company, and present chief of the Specialties Division of the United States Bureau of Foreign and Domestic Commerce, has been appointed chief of the Domestic Distribution Division.

# Five Fingers or a Fist

THE difference in a concentrated reader audience and a far-flung one is the difference of a slap of your hand with the five fingers extended—and a stiff wallop with your FIST.

It's easy to understand.

The Chicago Evening American with its tremendous concentrated circulation means coverage that no advertiser can afford to overlook.

A crashing blow—a terrific impetus—is administered to any selling program if it is advertised in the Chicago Evening American.

The Chicago market responds to such advertising because six out of every ten adults in Chicago and suburbs who read English read the

**CHICAGO  AMERICAN**  
a good newspaper

# PALMER WINDOW DISPLAYS

Big Three Panel Screens - \$1.00 each



Whatever your product, we can originate strong ideas with a real selling kick.

Under the direction of John Bradshaw Crandell, nationally known artist, our Art Department turns out the finest display sketches obtainable. They are manufactured in a quality way in our own lithographic plant.

Palmer Displays appeal to dealers.

*Write us about your next display*

**PALMER**

*Advertising Service, Inc.*

19 West 44th Street  
New York City

Gentlemen:

SM 4-24

Please send us full information on display material.

Name \_\_\_\_\_ Position \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

## Sales Executives Announce Program for Chicago Meeting

The Sales Executives' Convention of the American Management Association will hold a two-day convention in Chicago at the Hotel LaSalle April 10 and 11. The principal speakers for the four sessions are:

John A. Stevenson, second vice-president, The Equitable Life Assurance Society of the U. S., "Co-operative Research in Sales Management"; R. B. Flershem, general sales manager, American Radiator Co., "Some Problems of Sales Research"; W. W. Charters, director, Research Bureau for Retail Training, University of Pittsburgh, "Guiding Principles in Training Salesmen"; L. V. Britt, general sales manager, Burroughs Adding Machine Co., "Developing the Sales Manual"; C. T. Anderson, assistant to the president, The Safe Cabinet Co., "Holding Sales Conferences"; J. O. McKinsey, head of the accounting department, School of Commerce and Administration, University of Chicago, "Sales Budgets"; C. K. Woodbridge, president, Dictaphone Sales Corp., "Compensation of Salesmen."

On Thursday, April 10, there will be a luncheon with the Advertising Council, Chicago Association of Commerce, at which time the topic of "Getting Salesmen to Use Advertising" will be discussed. At the luncheon on April 11 with the Executives' Club of Chicago, the problem of coordinating sales, finance and production will be discussed.

At the banquet, Thursday evening, the principal speakers will be Archer W. Douglas, chairman of the committee on Business Standards and Statistics of the United States Chamber of Commerce, and R. R. Deupree, general sales manager, Procter & Gamble Distributing Co. The subject of Mr. Douglas' address will be: "Is Business Coming or Going?" Mr. Deupree will speak on the "Strength and Weakness of Sales Managers."

In the March issue of "Sales Management," Mr. A. W. Fischer was quoted as general sales manager of the Birtman Electric Company. Mr. Fischer's correct title is director of sales of the Magnetic Division.



# Standard Application Blanks for Salesmen

THE best features in twenty different salesmen's application blanks are incorporated in this blank. Years of experience in hiring men who "measure up" to the proper standards of ability, character and business "history," by such well known and progressive concerns as Baker-Vawter Company, Sherwin-Williams Company and The American Specialty Manufacturers' Association, make it the most *informative* application blank available.

Immaterial features have been discarded, and only the worth while information retained. It is searching, without being inquisitive, and enables the sales manager to obtain

## A Birds-eye View of the Man You Are Hiring

Revealing at a glance the outstanding characteristics and experience of the applicant, it will enable you to decide quickly and accurately if he is of the calibre you are seeking—or whether he is of the "floater" type that is more frequently an obligation than an asset.

And other personal data for reference in "handling" the man after he becomes a member of your selling force; information that enables the sales manager to write the intimately personal letters that inspire loyalty and enthusiasm is obtained without difficulty.

More than a thousand concerns, large and small, are using this form. Setting the type alone would cost you more than you can obtain them for from us. Any quantity may be ordered, at the following prices:

Less than 100 blanks	7c each
100 and less than 250	6c each
250 and less than 500	5c each
500 and less than 1,000	4c each
1,000 and over	3c each

In ordering, refer to form SA-2 and specify whether you wish your firm name imprinted at the head of the first page. The extra charge for im-  
printing is \$1.00 for the first one hundred and 25 cents for each additional  
hundred.

## The DARTNELL CORPORATION

1801 Leland Avenue

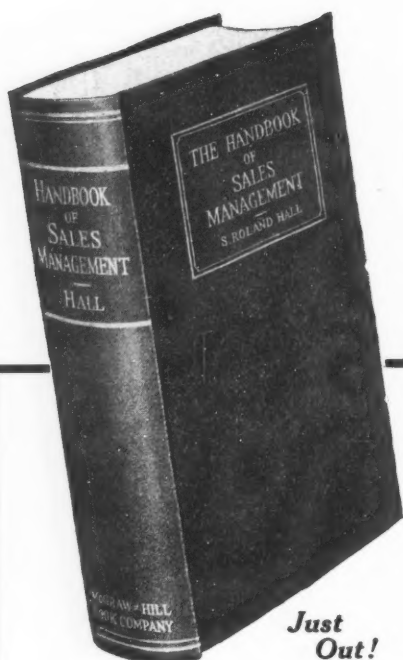
New York

Chicago

London

### Some of the More than 1,000 Concerns Who Use Them

Procter & Gamble	Continental Candy Corp.
Swinehart Tire & Rubber Company	The Wahl Co.
Devoe & Reynolds Co.	Henry Paulson & Co.
Waterbury Clock Co.	Model Brassiere Co.
Brunswick-Balke-Collender	Wachusett Shirt Co.
McKesson & Robbins	Oakley Chemical Co.
Pierce, Butler & Pierce	Englert & Englert
Barrett Company	Robert A. Johnston & Co.
Chicago Elevated Adv. Co.	Bankers Supply Co.
Dixie Culvert & Metal Co.	J. R. Gordon
Crown Cork & Seal Co.	Lightning Coin Changer
Colonial Works	H. L. Beach Co.
W. A. Sheaffer Pen Co.	Jobbers Overall Co.
Fitzpatrick Brothers	Crouse Grocery Co.
Cheney Bros.	The Denney Tag Co.
Humphrey & Company	The Upson Co.
Kellogg Switchboard	Brewster Gordon & Co.
M. N. Arnold Shoe Co.	Simmon Boardman
Fireproof Products Co.	Sill Stove Works
Haserot Company	Stark Inland Machine Wks.
Gardner's Bakery	Louis F. Dow Co.
Hunt, Helm & Ferris	James Mfg. Company
Greenfield Tap & Die Corp.	Harlan R. Morris
Royal Typewriter Co.	Fuller & Johnson Mfg. Co.
Frederick Stearns Co.	Square D Company
Transcontinental Oil Co.	Klearfax Linen Rug Co.
Green Co.	Palmolive Co.
Iten Biscuit Co.	Plough Chemical Co.
American Crayon Co.	Postage Meter Co.
Pacific Desk Mfg. Company	Clime-a-Line Co.
Dural Rubber Corp.	International Corset Co.
	Westinghouse Lamp Co.
	Manning & Co.



**Just  
Out!**

### Plans, methods and policies that have increased sales for others

S. Roland Hall has scored again. His **ADVERTISING HANDBOOK** and his **HANDBOOK OF BUSINESS CORRESPONDENCE** are already recognized as standard tools in their fields.

His new book—just published

### Hall's Handbook of Sales Management

995 pages, 5½x7, illustrated  
\$5.00 net, postpaid

It represents the experiences of many well-known firms in building up sales organizations and experimenting with different policies and plans for marketing.

It sets forth the fundamentals of marketing through the description of tested methods.

It gives you actual methods that have proved successful in

Securing Salesmen  
Training Salesmen  
Directing Salesmen  
Planning Sales Campaigns  
Preparing Sales Manuals  
Making Sales  
Cutting Sales Costs  
Finding New Sales Outlets  
Increasing Volume of Sales  
Securing Dealer Cooperation, Etc.

There has never before been a book on sales problems so packed full of sound solid brass-tack information as this new Hall book.

Every section is well worth the price of the entire volume to any one concerned with distribution.

See a Copy—FREE

### McGraw-Hill Free Examination Coupon

McGraw-Hill Book Co.  
370 Seventh Avenue, New York

You may send me for 10 days' free examination Hall's **HANDBOOK OF SALES MANAGEMENT**, \$5.00 net, postpaid. I agree to remit for the book or to return it postpaid within 10 days of receipt.

Signed.....

Address.....

Position.....

Company.....

S.M.4-1-24

## Habit—and the Salesman

(Continued from page 775)

leather shoes, in season and out, diamond stick pins and cuff links fashioned to represent Mack Sennett bathing beauties on their natal day. With Sam, it is tremendous personal vanity. He starts every day with a firmly entrenched idea of his own charms where the opposite sex is concerned. Of course, every so often a sedate but good looking married woman gives him a stare that would freeze a quart of Tutti Frutti, but, as Sam says, "you can't expect 'em all to be discriminating."

### Win Arguments—Lose Orders

I have known Sam to excuse himself during a business talk with a high executive, and rearrange his red silk tie at the nearest mirror. He was the first salesman in our territory to own a Carmoor, London, coat, and I have been told, on excellent authority, that he originated the idea of wearing a white carnation in his lapel as a daily offering at the shrine of vanity. Three times a day, after landing in a town, Sam did sentry duty out in front of the hostelry. Or he tilted an arm chair against a post and lit a long black cigar with a band on it that resembled a foreign ambassador's stomach. And, from these points of vantage, he would ogle the passing pairs of giggleboxes until they either swooned or looked for the sheriff.

Such vanity is a habit. It is a time-consuming habit, too. It is excess baggage for a salesman to carry around with him, because, almost invariably, in his estimation, it carries more weight than his own trunks.

The tendency to argue is a habit. People who become adept at arguing and who graduate with honors, do not necessarily argue because there is anything to argue about, or because they believe one way or the other—they argue out of HABIT! In talking with a man of this type, you may try, shrewdly, diplomatically, tactfully, to discover, in advance, the other fellow's viewpoint, in order to agree with him from the beginning—but the results are just the same and he will immediately change his former ideas in order to argue with you.

Salesmanship and argument are just about as companionable, in harness, as a Georgia mule and a kangaroo. "Talking Back" is the best little way we know of losing orders and friendships. We have a salesman in our organization who has the arguing habit. People run from him as they would from a hunk of bubonic plague. If it came to a quick choice between food and argument, this chap would fast for forty days and select the latter. It is his victuals and his drink. At such times as he crosses verbal swords with our sales manager, the crowd collects from far and near to watch the struggle, and even the bleachers are filled. If the sales manager happened to inadvertently assert that the first of the month came on the first, this professional arguer of ours would discuss at length the utter futility of the idea, and, if driven hard, change the course of the moon and the sun in their celestial speedway.

I believe it is easier to argue a good customer out of ever doing business with you again, than any one other thing on the top side of the globe. A man may like to argue, himself, but precious few like to be argued AT.

### The Champion Letter Writer

A habit of which some of us are guilty is the Letter Writing Itch—for it is a disease, along with everything else.

They say of Bill that during the average road trip he takes, he sends back to his house the equivalent of three good-sized local post offices. He doesn't write this correspondence because it is expected of him or because it is at all necessary—it's a HABIT! Exactly as some unfortunates demand a shot of cocaine, Bill can get along just so many hours without writing a letter—and then he grows faint, black spots of ink appear before his eyes, and he staggers into the nearest writing room.

As soon as his day is over, and he has swallowed a bite of dinner, he unlimbers a pound or two of reference stuff from his inner pockets, puts a book of stamps on the firing line, barricades himself with stub

pens and ink pots—and revels in useless scribble. Often he will use up a two-cent stamp to advise his sales manager that he has just sent him a letter. At the home office, they demand a corps of letter-openers and letter-readers, to attend to this dear soul's correspondence. At an hour when the scrub lady of the Main Street Hotel is trying to put things in order around the gents' writing room, Bill can be found industriously penning his verbose non-essentials. His front teeth are all worn from biting the handles of pens—no wonder—he gave out of something to write years and years ago.

### Railroads Reduce Fares for A. N. A. E. Convention

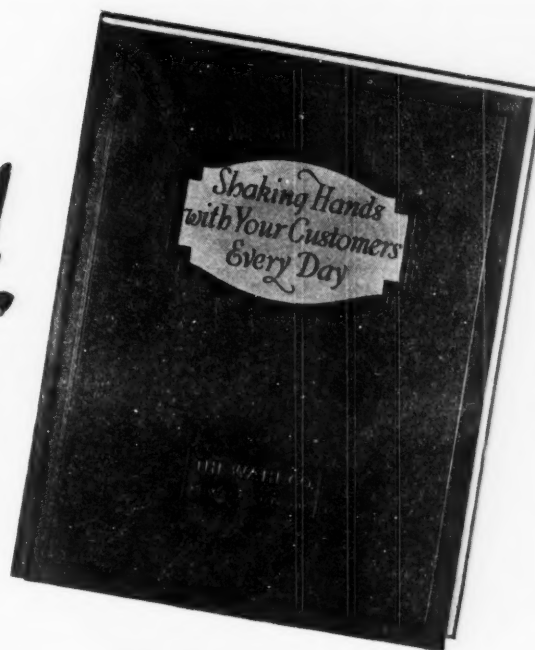
Complete arrangements have been made for reduced fares to Columbus, Ohio, for those who will attend the joint convention of the Association of Newspaper Advertising Executives and the Association of Newspaper Classified Advertising Managers, according to an announcement of Frank T. Carroll, advertising manager of The Indianapolis News, who is president of the former association. The convention will be held June 9, 10 and 11.

C. L. Perkins, secretary of the Association of Newspaper Classified Advertising Managers, will validate all tickets at Columbus. By securing the proper ticket forms from the local passenger offices, members will be able to buy a round trip ticket for one and one-half of the one-way fare.

Indications point to a large attendance of both organizations at the joint convention. Newspaper men are taking particular interest in the convention as all sessions will be devoted exclusively to newspaper advertising problems and revenue producing ideas.

In the January issue of "Sales Management" the article entitled: "What We Do With Salesmen Who Have Gone As Far As They Can Go," signed F. H. Dickinson, sales manager, Tide Water Oil Company, New York, the correct name and company should have been F. H. Dickinson, sales manager, Tide Water Oil Sales Corporation, New York.

*Free!*



## If a sales-manager is worth his salt—

*(and most of them are)*

He will not overlook a single chance to find out about something that will

sell goods  
bring back old customers  
please new customers  
create prospects

We have a plan for you that will do all this. More than a hundred notable sales-managers have tried it. Not one has failed to get splendid results.

It will fit your business.

*Send for this free book*

It gives the principle of our selling plan. It gives concrete results with names, dates and places signed by some of the best sales-managers of the country.

Write for the free book. No obligation of any kind.

### THE WAHL CO.

Industrial Sales Dept.  
Chicago, Ill.

#### These firms use our plan:

American Glue Company  
The Canister Company of  
New Jersey  
Chevrolet Motor Co.  
E. I. DuPont de Nemours &  
Company  
Fairbanks Morse Co.  
Guyton & Cumfer Mfg. Co.

International Shoe Co.  
Kellogg Switchboard & Sup-  
ply Co.  
Lyle Culvert & Road Equip-  
ment Co.  
Mid-Continent Tank Car Co.  
National Pole Co.  
Otis Elevator Co.

E. Rauh & Sons Fertilizer Co.  
Singer Sewing Machine Co.  
Sidway Mercantile Co.  
The Sharples Separator Co.  
U. S. Rubber Co.  
The Upson Co.  
Vacuum Oil Co.  
Westinghouse Electric &  
Manufacturing Co.

*Mail  
this—  
please*

#### THE WAHL CO.

1802 Roscoe Street, Chicago, Illinois

Send me your free book.

My name \_\_\_\_\_

Company \_\_\_\_\_

Street \_\_\_\_\_

City and State \_\_\_\_\_



# Are You Looking for a Public With Ready Money?

—Talk to Dairymen



Over \$25,000 PER SUBSCRIBER, as average wealth of THE DAIRY FARMER'S audience, is the showing drawn from a big cross section made up of signed reports from every dairying section.

These farmers have the regular crop from farms averaging 203 acres plus *additional* income averaging over \$200 a month from cows.

70.42% of these farmers own automobiles. 62.50% of them are planning to build. All of them are buying all kinds of farm and home equipment—the best.

THE DAIRY FARMER goes to more than 125,000 families—The Foremost Dairy Magazine. Ask for this new and complete market survey.

## The Meredith Publications

E. T. MEREDITH, Publisher

Des Moines, Iowa

*The Dairy Farmer* - *Successful Farming* - *Fruit, Garden and Home*

CHICAGO  
J. C. Billingslea  
123 West Madison St.  
Tel. Central 0465

NEW YORK  
A. H. Billingslea  
342 Madison Ave.  
Tel. Vanderbilt 5077

ST. LOUIS  
A. D. McKinney  
Syndicate Trust Bldg.  
Tel. Olive 43

KANSAS CITY  
O. C. Davies  
Land Bank Bldg.  
Tel. Harrison 1023

MINNEAPOLIS  
R. R. Ring  
Palace Bldg.  
Tel. Atlantic 6271

TURNER BARGER, Advertising Manager, Des Moines, Iowa

# THE DAIRY FARMER

# Advertising That Does the Work of Junior Salesmen

"I Firmly Believe Our Business Would Fall Off Fifty Per Cent in One Year If We Were to Discontinue Our Advertising"—William R. Compton

*By Norman Lewis*

IN any consideration of the relationship between advertising and personal salesmanship, we must first divide selling into its two main classes: One, the selling of goods indirectly to the ultimate consumer, through the regular trade channels of jobber or dealer. Under this heading come such articles as food products, clothing, drug articles, etc. Two, the selling of goods direct to the consumer. Under this head come such articles as typewriters, factory equipment, etc., and such things as insurance, bonds, etc.

In merchandising goods of the first class, the relationship of advertising and selling can roughly be summed up as follows: The function of the salesman is to get the goods on the dealer's shelves; the foundation of the advertising is to move them off.

That's simple—so simple that the salesman of such a product can definitely see the way it works out. He represents, say, a manufacturer of soap. The soap is nationally advertised. He goes in to call on a new dealer—gets him to stock the soap largely on what the advertising will accomplish. Salesman calls again in a month—soap is almost gone—dealer says his customers seem to be glad he stocked it—he gives salesman a nice reorder.

But how about the second method—selling direct to the ultimate customer? How can advertising be of assistance to the salesman of such propositions? How, for instance, can advertising in general magazines and newspapers be of assistance to the salesman of the William R. Compton Co., the well-known investment bond house of St. Louis?

The Compton Company is an old established house; it has been in business for thirty-seven years. This company's salesmen cover a large portion of the United States, selling

direct to the "consumer," who in this case is the man or woman with money to invest in high-grade securities.

Compton salesmen are backed up by extensive advertising in national magazines and metropolitan newspapers. This advertising doesn't make direct sales. Investors don't read a Compton ad and then phone in and say, "Send me out a couple of thousand dollars' worth of XYZ bonds." How, then, does this adver-

tising help the men? It is right here that we must grasp the real significance of advertising, and realize that its main purpose is not so much to close sales as it is to reduce selling resistance.

This fact is constantly being driven home to the Compton salesmen. It is explained to them that such advertising is the missionary of merchandising—the pioneer that blazes the trail—the toe in a partly opened door—the salesman's best

## In France There Are No Bond Salesmen!



WHEN a French Banker offers a bond issue to investors, he merely places a sign on the wall, or a brief notice in the newspapers, stating the price and salient features of the issue.

Investors must come to him, to order bonds. They stand in line at the banker's window, sometimes for hours, waiting to pay cash to the amount of their subscriptions.

How would you like to make your investments in that way? Think of the time, trouble and uncertainty American investors are saved by the co-operation of capable investment salesmen.

Whether or not you are a client of the William R. Compton Company, you can profit by the broad, conscientious service that a Compton representative gives.

When you need information on income taxes, securities, market changes, coupon collections, or any one of a hundred other investment questions, he is ready to dig out the facts for you, without effort or loss of time on your part.

Further, he keeps you in direct touch with the House, and assures you the complete facilities and experience that it has built up through thirty-seven years of careful service to American investors. You know the importance of those factors in buying securities that meet the highest standards, specifically adapted to your own needs.

When he calls upon you, let the Compton salesman help you to realize the advantages that you, as an investor, can gain by the co-operation of the House he represents.

**William R. Compton Company**  
INVESTMENT BONDS

Seventh and Locust

St. Louis

NEW YORK

CHICAGO

BOSTON

CINCINNATI

NEW ORLEANS

Breaking down sales resistance by advertising the salesmen's services

SALES MANAGEMENT FOR APRIL, 1924



card of entree. It lifts the burden of doing educational work off the salesman's shoulders, giving him more time to devote to the actual closing of sales. A salesman backed by advertising is in the same position as a salesman with several junior salesmen working under him whose salaries are paid by the house, but whose business is credited to him.

Compton advertising brings in every month a number of direct inquiries from investors who are interested. It is pointed out to the salesmen that while such inquiries are important, they constitute only a small part of the purpose of the advertising, and but a small part of its results.

#### How to Judge Results

Because, every month, the advertising is read by thousands of prospects who do not reply—who do not write in. But isn't it reasonable to assume, the Compton salesman is asked, that each of these prospects feels somewhat better acquainted with the house of Compton—with what it has to sell, with the service it renders? That each of these investors has a little more confidence in Compton than he would have if he had never seen the advertising?

True, they have not all written in, nor have they definitely decided in their own minds that they will buy Compton's bonds; but the state of mind of many of them is such that if a Compton salesman comes along right about that time he can intensify their interest and desire into a decision.

That salesman's work, in other words, has been made much easier, because advertising has paved the way for him and has established confidence in the minds of investors that the William R. Compton Co. and the securities they offer are reliable—has, in brief, built good-will. And good-will is the most valuable possession of any concern.

Compton advertising makes it possible for each Compton salesman to reach men that he could not hope to interest otherwise. It makes it easier to get to them. It enables the salesman to close the sale more quickly. He has a better standing with the investing public. In a word, the advertising becomes many extra pairs of hands for the Compton salesman, paving the way,

increasing the efficiency of his solicitation, adding to the length of his reach and, ultimately, making it possible for him to get more business and bigger business, with less effort, in a shorter space of time.

Some time ago in a talk to his sales force, Mr. William R. Compton, president of the company, outlined the workings of his advertising in this way: "Our advertising certainly costs a lot of money—what are our reasons for it? Your most natural thought would be that we are spending this money primarily and solely to sell our bonds directly to customers. In other words, that we are looking for direct results. As a matter of fact, if we proceeded on such a theory, advertising would be a waste of money. We can never hope to directly obtain a sufficient number of customers to compensate us for one-half of this expenditure.

"Notwithstanding this fact, we do

not believe that we are wasting money in our advertising. We figure that our advertising is for your distinct benefit. It informs the investing public that we are leaders in the investment world. It is the advance card of introduction which goes to practically every prospect immediately prior to your call. It is gradually making our firm name a household word with the investing public of America. It unconsciously gives you a tremendous amount of confidence in our securities and in your ability to sell those securities.

"If we discontinued our advertising, we would not only lose all the money we have invested in it, but I am sure you would find it extremely difficult to sell anywhere near the amount of bonds you do now. I firmly believe that our general business would drop off fifty per cent within a year's time; it would be a calamity."

## The Salesman Who Wants to Carry a "Non-Conflicting" Line

"IN the past we have tried several experiments with salesmen who felt that their earning power with our line was limited. To tell the truth we permitted these salesmen to sell us on the idea that they were big enough to handle another line in connection with ours," writes a sales manager in discussing the subject of keeping salesmen satisfied.

"These men were unusually good salesmen, but we had fallen down in selling them the future possibilities of our line. We allowed them to make the fatal mistake of thinking that they were able to serve two masters.

"Today when a salesman wants to open an office and handle our line on a brokerage basis, or to add one or two 'non-conflicting' lines, we prefer to lose the salesman rather than depart from our iron clad rule that every salesman must devote his entire time to our product. We have found that there is no such thing as a 'non-conflicting' line.

"In the first place buyers resent a salesman trying to monopolize their business on two or three lines. In the second place the average salesman cannot work up enough enthu-

siasm about more than one good line to enable him to radiate the confidence and conviction that is necessary to convince buyers. In the third place the average salesman who opens an office soon finds that he must hire a stenographer, a bookkeeper, and perhaps a couple of salesmen. First thing he knows he is doing more executive work than sales work, yet his chief asset is his ability to sell, not his executive ability. Thus from one-fourth to one-half of his time is devoted to work for which he is not suited.

"Naturally we try to convince a salesman that his welfare lies with us. To this end we have kept careful records of all salesmen who have left us to start brokerage offices, go in business for themselves, or become sales agents. An appalling number of them fail utterly, in spite of a highly developed ability to sell.

"Often these records that we have maintained of the successes and failures of salesmen who have tried any one of the numerous varieties of own-your-own-business plans completely convince the salesman that he will be better off to remain with us."



# There are No Gods—Only Men

By P. L. Atkinson

"AN autobiography is what a man dares to say about himself and his mistakes," Theodore Roosevelt said to me one day when he put in my hands a copy of his own autobiography; it has an inscription on the fly-leaf that makes it one of the most valued books in my library.

"Well, then," I asked him, "what is a biography?"

"Oh," the Colonel smiled, "those are the things other people dare say—and they find more mistakes," he added.

However, notwithstanding the natural diffidence any man may well experience in writing about himself and his career; or the imperfect or indifferent knowledge the biographer must of necessity have of his subject, the reading of biography is almost an obligation to the man who is in life and business to get something worth while out of both.

"What man has done, man may do," is an old copy-book maxim, but its application to real life means the difference between success and failure to many a man.

All through the lives of men and women who have succeeded in any line of human endeavor, there runs a note of encouragement, and of inspiration. It is almost impossible to find on the shelves of the world's libraries, a real, authentic autobiography or biography of a total failure in life's lists. The one who has failed hasn't the courage to write about it; the biographer who might tackle the job hasn't the heart to do it.

One of the earliest biographers was Plutarch.

If you would know what men can be by what they have been, read what Plutarch says about Marc Antony.

Have you catalogued Antony, in the back of your head, only as the mad lover of Cleopatra—the lounge lizard of antiquity?

Not so—Antony was a man's man. He was a great personality, beloved by the populace. He was the idol of his army, the ruler of more than three-quarters of the known world—statesman as well as warrior—fine, big and courageous. His Egyptian experience was but an incident in his life, distorted out of all historical or proper value by the air of romance that writers have thrown about it from time immemorial.

You can learn, from Antony, the lesson of bigness of vision and courage.

Of course he was not perfect—nor are you, nor am I. It is this very fact that makes reading biography a duty.

**W**E learn, in the midst of our own petty cares and woes, that great men have succeeded in spite of "hell and high water" as Mark Twain was fond of saying.

When we contemplate the superb fighting spirit of Roosevelt; the sublime courage of Robert Louis Stevenson, writing his wonder-tales on his death-bed in the South Sea Islands; the grim, uncompromising Christianity of Cromwell—these examples tell us that life must be worth while if we are the heirs to such spiritual estates.

Among the great biographies of the world, a few stand out as pre-eminently thorough and sincere—the two qualifications most to be sought in such a work. Half-telling one's life-story or putting the best construction on questionable deeds is not keeping faith with posterity.

**O**NE of the world's greatest autobiographies is the life-story of Benvenuto Cellini—a fifteenth century character who has given us a most accurate, exciting and picturesque view of his time.

If you are inclined to be timid, read what this swashbuckling worker in gold and silver says about himself. He is not shy, or reserved, or modest. He shows us himself as big, and vain, and boastful—but a workman through and through, one who knew his trade and was proud of it and never ceased to fight for it, and for himself or for anyone or anything real that promised a good, blood-letting fray. No one could read Benvenuto Cellini's autobiography and not experience a renewed thrill of pride in one's profession.

Lord Chesterfield's letters to his son will inspire you with an appreciation of elegance of style; the diary of Samuel Pepys will afford you a lesson in native shrewdness; the memoirs of Sarah Bernhardt will give you a deeper appreciation of the fortitudes through which women can pass and yet live to a ripe old age; Charnwood's "Abraham Lincoln" will benefit you spiritually; Parton's "Life of Aaron Burr" will teach you humility; Carl Schurz's Reminiscences, will give you courage—and so it goes. There is scarcely a biography that is not worth reading.

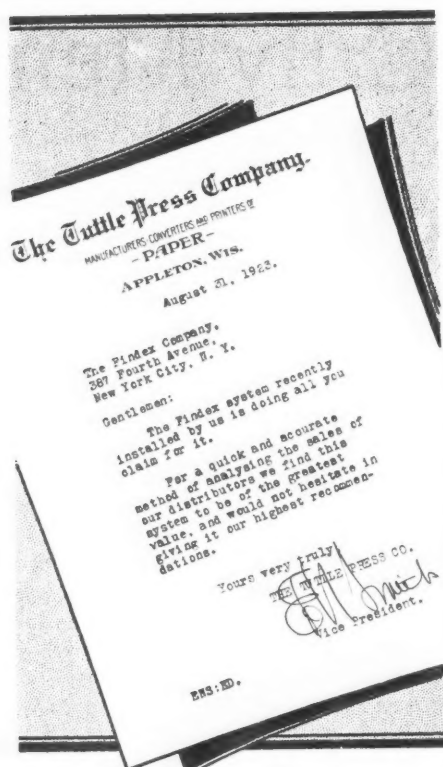
**A**ND then look through TRUE STORY magazine for the heart experiences of modern people—men and women who unburden their souls of life-stories and confessions that for frankness, sincerity in telling and thrill have not many parallels or superiors in tales from history or antiquity.

*From "Nothing But the Truth" published by the Advertising Department of "True Story"  
Send for a copy on your own letterhead. Address P. L. A., 1926 Broadway, New York City*

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**TRUE STORY with a circulation of TWO MILLION COPIES now has a larger voluntary news-stand sale than any other magazine in the world**

---



**TUTTLE PRESS** use **Findex** to group their distributors under more than five classifications in order that they may readily pick just those distributors who are prospects in a given sales promotion campaign.

For instance, distributors who

- (1) can handle the class of merchandise to be offered;
- (2) sell sufficient volume of the product to be interested in the unit volume offer;
- (3) have not bought recently;
- (4) and are in a territory to be covered in the projected sales trip.

Such combination questions are instantly answered by **Findex**—and without expensive, time consuming rehandling of your cards.

# Findex

replaces endless building of name lists, correspondingly reduces maintenance costs. There's nothing complex about **Findex**. It is simply a mechanical selector that enables you to put every file held fact to work.

Write for Booklet

## THE FINDEX COMPANY

387 Madison Avenue

NEW YORK CITY

## Business Fakirs

(Continued from page 778)

find out why. If the calipers showed that he was a candidate for the home for the feeble-minded, he felt that he certainly ought to know the worst. So back he went to the phrenologist in search of the truth. Again he is ushered into his presence but with considerable more unction than before. He learned that the records of the said nationally known concern were strictly confidential and that the analyst could not speak in the capacity of agent for the company; but should the salesman desire a special reading it would give him pleasure to serve him—and he would tell him the defect that had kept him out of the position.

### Bumps on His Head Were Wrong

Crossing the analyst's palm with \$50, he was given a two hours' examination, even more thorough than before. He was told that if he would call a week from that date, a sixty page report would be given on his case. Here he learned the truth about himself as follows: The phrenological chart of his skull showed a space about an inch square just above the top of the ears to be unusually prominent—and the "reading" pointed out that this indicated the candidate to be "extremely secretive." It went on to explain that the manufacturer had recently had several unpleasant experiences with crooked salesmen—and the man they wanted must be absolutely open and aboveboard. The reading went on to say, "that this was no indication that the candidate was in any way dishonest, but that his tendency to secretiveness as revealed by the unusual prominence of the secretive section of the brain, would set up a handicap hard to overcome in the minds of his employers after the selection had been made. And this was one of the reasons he had not been recommended for the position."

One can imagine how this might prey on the mind of any man, especially a salesman, who had long considered it rather good business to keep some things to himself. And this fellow was no "sucker" either, even though he had never had the advantage of a course in the fundamentals of modern psychology.

But why had he come to the brain specialist? He had come to get the specialist to perform an operation on his skull—to remove the bumps over his ears—so that thereafter he might appear in the presence of other men without the outstanding skull marks of the crook!

It isn't funny. It would be if there were only one or two of these "caliper artists" fleecing the public. I will wager that every man who reads this account has heard of one of these professors operating in their vicinity. And when they "get by" with a commercial salesman—and sales executives—the potential possibilities for a crop of suckers in other walks of life strains the imagination.

Since the incident in the surgeon's office of last January, I have made it my business to find out what standing these "artists" have in the eyes of hard headed executives who are considered shrewd business men. I am sorry that I can't mention the names of the men whom I have interviewed to lend credence to my account. In February, shortly after the incident, I attended a noon luncheon of a business organization, and during the hour I proposed this question to six other executives at the table where I sat, "Do you think there is anything in phrenology, and would it pay me to employ a professional phrenologist to assist me in selecting salesmen?"

### Accepted by Business Men

Only one of the six men at the table advised against it—all of them agreeing that phrenology had great possibilities in sales work. Now one of the men was vice-president of a concern, another a sales manager, and the others occupied responsible executive positions. I repeated the question at a meeting of a similar organization in a northwestern city and got about the same response. I learned of another "caliper" artist doing a land office business in a city on the Pacific coast. I attended a sales convention where sixty salesmen were being trained, where the speaker of the evening explained to the salesmen the science and art of phrenology as applied to their business. He called



it "character reading" but it was the same old stuff in new bottles.

A personal friend of mine last August, while spending a day in San Francisco, paid a professional phrenologist \$20 for a thirty minute reading. I have before me a typewritten phrenological report for which \$50 was paid.


Don't misunderstand me. There is no doubt that one can judge character by the appearance of a man—especially his countenance. I quarrel only with the fakir who claims that the bony structure of the skull furnishes an index of mental traits. I am after the fellow who trades on present day interest in personnel selection, to the extent that he uses calipers and tape measures on the skulls of the suckers.

Is there any basis whatever for assuming that the size and shape of the skull are indications of intelligence?

Granted that the skull does shape itself to conform to the shape of the brain (which it does not), is the size, weight and shape of the brain itself an indication of a person's mental capacity? Most of us like to think so. The phrenologist's entire hypothesis is based on the assumption. This idea seems to be a peculiar fetish that continues to survive notwithstanding the fact that the natural scientist, the modern psychologist, and the medical fraternity have long since put it in a class with the divining rod, the Indian medicine man, and equally silly superstitions of the past.

(To be continued in next issue)

The Associated Business Papers, Inc., has announced the following chairmen of association committees for 1924: Advisory committee, James H. McGraw, McGraw-Hill Co.; Standardization, L. B. Sherman, Simmons Boardman Publishing Co.; Trade Practices, E. E. Haight, "Motor Age"; Auditing, L. F. Boffey, "Purchasing Agent"; Agency Relations, Malcolm Muir, McGraw-Hill Co.; Surplus Property, Mason Britton, "American Machinist"; Membership, (Western) Fred D. Porter, Porter-Langtry Co., (Eastern) Charles S. Baur, "Iron Age"; Educational, H. M. Swetland, United Publishers Corporation; London Program, M. C. Robins, "Gas-Age Record."



## *Too Often 'tis True*

**M**EDIOCRE printing is sometimes substituted for good printing, because of a slight difference in the cost. This type of printed sales literature does not impress, gain attention or induce action, and in the end, the very piece of advertising that was planned and produced for the sake of economy becomes a waste of time, energy and money.

### *Our Business*

*We are Producers of Quality Advertising  
Printing—the ingredients of which are:*

**Ideas, Plans, Layouts, Designing, Illustrating,  
Engraving, Electrotyping, Typography, Printing,  
Die Cutting, Punching and Binding**

*For the Attention of the  
President of Your Firm:*

One of our customers is contemplating a change in his plant. This opens up a big opportunity for a large furniture manufacturer or similar business. Here's the story:

*Over fifty thousand square feet of floor space. One entire building on Michigan Avenue between 12th and 14th Streets, in Chicago, is available for rent. Has large display windows on first floor.*

*This building would be most desirable for furniture display and sales rooms. It is now occupied by a tenant with a long term lease.*

*If you are interested in securing A-1 quarters in this wonderful retail section of Chicago, write us for added information.*

## **RATHBUN-GRANT-HELLER COMPANY**

**725 SOUTH WELLS STREET  
CHICAGO**

**TELEPHONE HARRISON 6848**







# EDITORIAL

## What Does the Dartnell Study of Sales Salaries Prove?

"It doesn't prove a damned thing" is the outspoken, if profane, opinion of one of our readers who apparently thought it would enable him to convince the boss that he was shamefully underpaid. "Because John Smith is getting \$15,000 a year running a crew of 120 book agents is no reason why Bill Jones, who bosses 120 jobbers' salesmen out in Little Rock is underpaid," continues this letter.

Our outspoken friend is right. But this, the Dartnell study of salaries, is not an attempt to fix a minimum wage scale. Neither is it designed to provide employees with a "reason" for getting more than they are worth, or to provide employers with a reason for paying deserving men less than they are worth. The purpose of this report is to put an end to the wild talk that is going around about salaries. This loose talk was fast causing pronounced unrest among executives. Men who were fairly paid became unsettled and disturbed by talk of big salaries paid in New York or Chicago to men who they felt possessed less ability than they. The figures we have gathered show, just as we knew they would, that these five-figure salaries are mostly pure undiluted bunk. That is the first thing the report proves.

The second thing the report proves is that the big salaries are not paid to the professional sales manager and the professional advertising manager, but to the man who makes himself a part of the business and grows with it. Eighty-five per cent of the salaries in excess of \$10,000 are paid to men who have been with the company ten years or more. This should be of interest to some executives who seem to think they are rusting to pieces unless they have a new job every season.

The third thing the report proves is that there is no relation between the size of the business, the size of the advertising appropriation, or the size of the sales force and the executive's salary. We find that in one field, for instance, a sales manager in charge of fifty-six salesmen producing \$3,750,000 a year receives a salary of \$5,000, whereas the sales manager of a similar concern doing a business of \$1,120,000 and having only seventeen salesmen gets twice as much. We find a sales manager for one concern getting a salary of only \$7,200 whereas the advertising manager is paid \$13,000. This advertising manager has an appropriation of \$500,000. Yet another concern with an appropriation of \$600,000 pays their advertising manager only \$4,800 a year! So you see, it is the man, not the job, that counts.

So we say to our friend who can see little value in

the figures we have gathered that if all our report does is to awaken him to a greater appreciation of this one great truth, he will be well repaid from having studied it, and we will be well repaid for having prepared it. And to other readers who ask, "What does our report prove?" we would answer it proves that if you want to make more money make yourself more valuable to the business you are in, and stop looking around for some high salaried job somewhere else.

## "Well, Murph, We Are Moving Today"

"Jake" Newark told a story at a banquet of Durant dealers about W. C. Durant, which is worth repeating. It had to do with Mr. Durant's leaving the General Motors, a change which is reputed to have cost Durant \$90,000,000. On the eventful day Durant strolled into his office at the usual hour, hung up his hat and coat in his usual calm manner, and turning to W. W. Murphy, his confidential secretary, remarked: "Well, Murph, we are moving today." And they moved. That was all. A few weeks later Durant Motors was born.

One of the tests of real worth in a manager is his ability to manage his emotions, and to remain calm in the face of the circumstances which might arouse ordinary men to fury and profanity. There are executives who think that unless they fly into a periodical rage, and fire a few people, that the men will think them easy. Nothing has ever been gained by robbing a man of his self-respect. Anger is a form of insanity which, like hate, usually destroys the hater and not the hated. A sales manager must be able to say "no" upon occasion. He must make it known that when he says a thing he means it, and that when he asks for results he wants results and not explanations. But he should never lower himself in the estimation of his men by giving vent to rage, however justified it may be.

## American Interest in Britain's Effort to Restore European Stability

One of the biggest lessons that have been learned by American business during the last decade is that clean competition makes for more business. Look at the great forward strides made in the advertising agency field, since competitors have gotten together and formed the American Association of Advertising Agents. Not only have the agents benefited through this cooperation, but the advertisers and the publishers have benefited. And just as clean competition makes for more business for all

# COMMENT



in domestic selling, so clean competition makes for more business for all in international selling.

We are prompted to draw this analogy because there are some American sales interests who see a challenge in Britain's efforts to regain her grip on world trade. They are inflamed over the activities of the Cunard interests in fighting the competition of the United States Lines in Hungary and other places. They are positive that the \$200,000,000 British Empire Exhibition, with its expected attendance of 40,000,000, is an endeavor to shut American products out of the British Empire. How foolish!

It should be remembered that conditions in this country have reached a point where the rapidity of our development will slacken unless the buying power of Europe is speedily restored. Great Britain is working to that end with all her power and prestige. Her success is our success. Her failure will be our failure. That there should be competition between the two great English speaking nations is inevitable, but it is plainly to the mutual interests of the two countries that it should be the kind of competition that makes for more business, and not the dog-eat-dog variety which some sales executives contemplate.

## A Nefarious Practice That Should Be Stopped

We have before us a letter addressed to the branch managers of a large office appliance concern urging them to take on more salesmen. "Don't be afraid to take on more salesmen," it reads, "they will bring in some business, and remember you have to hire about five men to get one producer." The letter goes on to point out that even if a salesman only puts one account on the books before he "blows up" the branch manager will make money by hiring him.

For several years now sales executives have been wondering about the high turnover of salesmen. Theories have been put forth that salesmen are not as good as they used to be; that training methods are insufficient; that the compensation plan is wrong; that there is not enough humanness in salesmen management. No doubt all of these are contributing causes. But let it be noted that the lines of business in which the turnover is heaviest are those in which the branch manager makes a profit on the turnover of the salesmen working for him.

As we have shown, there are companies who make no bones about telling the branch manager to go out and hire a lot of salesmen—the more the merrier. Give them a sales manual. Turn them loose in a territory where they can't do any harm. Even if they

only last a few months they are sure to get a few accounts started, on which the branch manager gets the over-writing commission so long as the salesman stays on the territory, and the whole commission after the salesman quits. In other words, after the salesman has put on enough business the branch manager makes money by shoving him out, and eventually a point is reached where the branch manager is losing money by keeping him.

We are thoroughly and unalterably opposed to any system of compensation which enables a branch manager to make a profit on the turnover of his salesmen. We believe it is sinfully unfair to urge branch managers to so exploit salesmen. Certainly it is short sighted business. In time a company pursuing this policy will become branded for what it is, and good men will shun it. The only sound way to build a business is to build men. A business can grow only as its salesmen and selling personnel grow. A sales manager who permits wrecking the careers of salesmen for the sake of a few filthy dollars, as the sales manager we have quoted does, will sooner or later have to pay the price of his ruthlessness. And we hope it is soon.

## When Self-Admiration Comes Costly

While getting a line on some salesmen who gave up good jobs to go into business for themselves, in connection with a manual on "What a Salesman Should Know About Finance," we received a letter from a chap that is an editorial in itself. "And while you are urging the salesmen to get a good job and stick to it," he writes, "pass the same idea along to the sales manager. This suggestion comes from my own costly experience. A few years ago the 'Start Your Own Business' bug bit me, too. I left a good job as a sales manager, took my little all, and started out. It did not take me long to dissipate the little capital I had, because I attempted to run my business on the same basis as when I had unlimited capital behind me. I had staked everything on my ability to produce business. I figured that if I could produce for my company, I could produce for myself. I got the orders all right. But my finances gave out before I could fill them. I just simply couldn't throw off overnight habits of thinking, and methods of operating, which I had been following for years. With ample capital behind me I was a great success. But when forced to operate on a savings account, I was a woeful failure. And thank goodness, I can say that I am fairly cured of thinking that I can do better myself in running my own business than I can do for myself working for someone else."





## The salesmen in the files —dig them out!

**I**N your files you have letters of satisfaction and thanks—testimonials of service: the strongest sort of salesmen. But isn't the sales value of these letters often overlooked?

A testimonial is a sales argument hard to ignore. Only through reproduction and distribution can it be made convincing to a great number of prospects. A few faithful reproductions of good letters in the hands of a salesman, or in the mail, have often meant a sale closed instead of lost.

Facsimile reproductions by our process are bargains. For instance, two and one-third cents each in 500 lots would be an average charge. Customers declare it would take an expert eye to tell our facsimiles from the original.

You have good letters in your files. Let us suggest the many ways they may be put to work. Write for samples and prices.

**NATIONAL PROCESS COMPANY, Inc.**  
117 East 24th Street, New York Mad. Sq. 3680

BOSTON  
80 Boylston Street  
Tel. Beach 3321

PHILADELPHIA  
1420 Chestnut Street  
Spruce 1173

PITTSBURGH  
335 Fifth Avenue  
Smithfield 1162

CLEVELAND  
1056 Leader-News Bldg.  
Main 8115

*For the portfolio—direct by mail  
For the use of the salesmen*

# FACSIMILE LETTERS

## Early Optimistic Reports Justified by Volume of New Building

(Continued from page 795)

will slow up construction, and on business generally which, if depressed, will be reflected in the building industry.

One of our subscribers, who saw these figures of the building shortage as compiled by "Building Age," decided to make an investigation of his own. He sent letters and questionnaires to building contractors in all sections of the country with the idea of getting their opinions on actual construction. The returns showed great optimism on the part of the constructors. They said that the labor organizations showed a tendency to be reasonable in their demands.

The "Building Age" survey indicated that thirty-five per cent of the shortage will be made up during 1924 and the total of new construction work, plus repairs and alterations to existing structures, make a grand total of almost \$5,000,000,000.

Some of us forget in making up our sales budgets that the United States is growing in population. Its increase in population amounts to 4,620 persons a day. As the average number in a family is five, it is absolutely necessary for the United States to provide 924 new homes every day, or more than 300,000 homes every year. To this should be added replacements of existing structures made necessary by decay, fire loss, etc.

### How Demands Grow

In laying plans for a long period of time, consideration should be given to the fact that we are living in a growing country and that in spite of ups and downs in business, there is a gradual net gain which, over a term of years, assumes very large proportions. For example, in the thirty years from 1890 to 1920, the population increased sixty-seven per cent and the number of families having homes grew from 12,000,000 to 24,000,000 or 100 per cent. The volume of business increased much faster than the population as will be seen by the fact that in 1890, the railroads were doing a good business to carry 630,000,000 tons of



freight in a year. Yet, in 1920 they carried more than 2,000,000,000 tons.

So that while business passes through alternating periods of expansion and depression, the net trend in its volume over a long period of time is almost certain to be upward and the plans which we lay now should be elastic enough to fit a much larger scale of business ten or twenty years from today. The saturation points in production and consumption which we now speak of will then be set at decidedly higher levels.

According to the national survey referred to above, the needs of the smaller cities are much greater in total than the needs of the larger cities. This indicates a great deal of activity in towns under 25,000. The survey also indicated that sixty-three per cent of the building shortage is in the Eastern and Southeastern sections.

Of course, no figures of this kind will ever take the place of personal judgment, but they are helpful as a check and as a guide. The estimates made in this survey seem to have been conservative, since the actual figures for the first two months of the year are fifteen per cent greater than actual construction during the same period last year, and almost fifty per cent greater than the very conservative estimate made by "Building Age."

## Western Sales Managers Discuss Dealer Problems

At a meeting held March 6th, the San Francisco Sales Managers' Association had as speakers the past presidents of the Association, all of whom discussed the topic of "Dealer Cooperation." The general topic was divided up into three sections: Section A—Creation, was discussed by James H. MacDonald, of the Mutual Biscuit Company; Section B—Development, was discussed by Roscoe F. Haeglin, of the Kellogg Company; Section C—Maintenance, was discussed by R. M. Alvord, General Electric Company.

The San Francisco Club is one of the most successful in the West. Its membership is limited to 100, and a large waiting list of prospective members is constantly on file. Members are dropped when absent from three consecutive meetings without a good excuse.

# Find New Markets, Expand Old, with Crain's Market Data Book and Directory

## 1924 Edition Now Ready

### What It Contains

**C**RAIN'S MARKET DATA BOOK AND DIRECTORY is a 500-page book, bound substantially in cloth. It contains an analysis of the markets in every industry, trade and profession with a statement of the number of buying units, character of requirements, volume of business, how purchasing is handled, seasonal variations, costs of doing business, rate of turnover, etc. Every factor that affects merchandising in the field is indicated.

Following the market analysis is a classified list of publications specializing in each field. The circulation, rates, mechanical requirements and other data for each publication are given.

### What Users Say

Sales managers, sales promotion men, advertising executives, advertising agencies, insurance companies, banks, libraries and many others have found the book of great value for research and reference purposes.

L. F. Hamilton, Sales Promotion Manager, Walworth Mfg. Company, Boston, says: "We appreciate your Market Data Book very much. We go to it as 'first aid' for any data in any particular field. It contains an excellent presentation of the different markets."

Harry Neal Baum, Advertising Manager, Celite Products Company, Chicago, says: "To a manufacturer or advertiser whose product is used in a

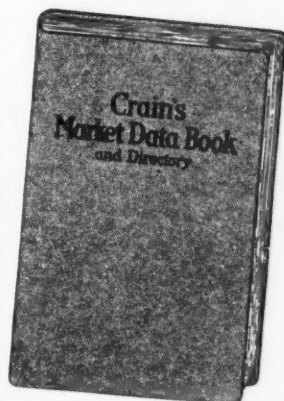
number of industries, the book is a veritable treasure house."

Norman Cole, Massengale Advertising Agency, Atlanta, Ga., says: "I do not know of its equal as a reference book for advertising agencies."

C. Harry Nims, of the Chevrolet Motor Company, Detroit, says: "We thank you right heartily for your kind permission to refer to your valuable book in our house organ and to quote from it."

### Indispensable to Sales and Advertising Executives

Most of our subscribers give us a standing order for each year's issue as published, with all of the corrected data and up-to-date information. You will find that it has a place of usefulness on your desk or in your library. Make a point of getting it—send for it on approval—decide it is worth money to you before sending \$5, the single copy price. (Annual subscription, \$3.)



**Sent on 10 Days' Approval—Use the Coupon**

### CRAIN'S MARKET DATA BOOK

537 S. Dearborn Street, Chicago

As offered in SALES MANAGEMENT, send us a copy of your 1924 edition. If not returned in ten days, we will remit \$5 on receipt of bill.

Name.....

Position and Company.....

Street No.....City.....

# 100 Sales Letters in Loose-Leaf Binder \$3.00

We've saved 100 of the best sales, follow-up and collection letters—each different. Written to sell many different kinds of things.

They'll help you write better sales letters quickly.

Price for the lot in handsome loose-leaf binder \$3.00. Send check with order. Money refunded if not well pleased.

Multigraphing Department

**Newport News Printing Co.**  
Newport News, Va.

## "Dealer Respect"

Developing "dealer respect" is just as important as creating "consumer acceptance." Only those advertisements which do both are entirely worthy of the space they occupy.

**IRVIN F. PASCHALL**  
INCORPORATED  
*Advertising Counsel*  
McCORMICK BUILDING  
CHICAGO  
Telephone: Wabash 0538



Our Own Spoon River Anthologist  
*John Goober*  
late  
president  
*The U. S. Thimble Co.*

Mine was a cruel and most unnatural death. I was killed in England, in the Summer of '24

While attending the convention.

Some of our English cousins, to entertain me,

Asked me what I thought of London.

I answered them innocently enough.

I said that if it were over here it would be a suburb of New York.

And to another I volunteered the information

That our boys saved England in the late war.

The same evening, to the same group, I said that England wouldn't be a bad country

After she had learned American methods.

Now I ask you:

Did they have sufficient cause for killing me?

$\frac{1}{2}$  &  $\frac{1}{2}$

I recommend, for one of your idle hours, the reading of "Does It Pay to Advertise?" in the March number of *Century*. It is an amusing, fantastic, satiric picture of a world in which for thirty years you and I have been out of our present jobs: there has been no advertising and no selling. Newspapers and magazines are reduced to a few thin sheets—blank spaces above the windows in street cars—no direct mail appeals. And, I'm afraid, not even a SALES MANAGEMENT. You and I had to go back to hoeing corn.

And in the April number of the same magazine, Earnest Elmo Calkins, of Calkins & Holden, replies to this article and states, perhaps better than it has ever been stated before, the social benefits of advertising. I guarantee these articles.

$\frac{1}{2}$  &  $\frac{1}{2}$

Which would you rather have—a contented wife or SALES MANAGEMENT each month? Don't answer impulsively and say, "SALES MANAGEMENT." Think it over. After all, wives have their place. I raise the question because Frank Lawrence, the secretary of the George Batten Company, told me the other day that he didn't think it was possible for a man to be a devoted husband and father and at the same time get all of the good things out of each issue of SALES MANAGEMENT.

$\frac{1}{2}$  &  $\frac{1}{2}$

Lives there a man with soul so dead who never to himself has said, "I wonder if Henry Ford would be interested in this proposition?"—From *The William Feather Magazine*.

$\frac{1}{2}$  &  $\frac{1}{2}$

I want to quote from an advertisement of the George L. Dyer Company because it

# HALF an' HALF



expresses so well the qualifications of the ideal copy writer:

"The great advertising has not been done by the literary man who has condescended to go into advertising work.

"And the advertising classics which have been written for our American public (quite a number, by the way) have been written by men who are a special breed. Men almost always of dual mind and dual personality. On one side of the brain, the Merchant loving his merchandise. On the other side, the Writer eager to express the Merchant.

"When in one person you find the Merchant-mind and the Writer-mind working as one—then you are face to face with the true advertising man in his highest and fittest sense.

"As this special breed increases, advertising will become more and more of a profession with a more absolute responsibility and genius to serve."

$\frac{1}{2}$  &  $\frac{1}{2}$

## How to Resign Gracefully with hints on acceptance I—Suggestions for Salesmen

Form No. 1

Sir: Please accept my resignation immediately. Of course I am sore at being transferred from New York to Muscle Shoals and I am particularly peeved at your attitude on quota. Regards to your wife. I hope you both choke. Yours truly.

(Note—This would never do because it is too truthful.)

Form No. 2

Sir: Here is my resignation. I'll beat you to it, for I know you were just about to ask for it. With the absolute zero in cordial regards, I am, etc.

(Note—This would never get you a job in the Diplomatic Service.)

## II—Suggestions for the Sales Manager

Form No. 1

Dear Bill: By all means go, and go quickly. Why the delay? Take a tip from me: don't use my name in applying for another job, for I'll tell the whole truth. Sincerely.

(Note—Altogether too frank and above-board. And by all means don't tell the truth about this fellow to a prospective employer. He might have a weak heart.)

Form No. 2

Dear Sir: Good boy! Here's your hat! How about that overdraft? Your resignation relieves my mind. Maybe after all we'll show a profit this year.

(Note—Abominable taste. No sales manager should ever write what he thinks.)

$\frac{1}{2}$  &  $\frac{1}{2}$

## Eight Thoughts on Advertising

There is one simple and right way to answer many advertising questions. Ask

yourself, "Would this help my salesmen sell the goods?"

People can be coaxed but never driven. Whatever they do they do to please themselves.

People are hurried. The average person worth cultivating has too much to read. They skip three-fourths of the reading matter which they pay to get. They are not going to read your business talk unless you make it worth their while and let the headline show it.

An advertiser suffered from substitution. He said, "Look out for substitutes." "Be sure you get this brand," etc., with no effect. Then he said, "Try our rivals too"—and said it in his headlines. That corrected the situation. Buyers were careful to get the brand so conspicuously superior that its maker could court a trial of the rest.

"Used the world over" is a very elastic claim. Then one advertiser said, "Used by the peoples of fifty-two nations."

Changing people's habits is very expensive. A project which involves that must be seriously considered. To sell shaving soap to the peasants of Russia one would first need to change their beard-wearing habits. The cost would be excessive. Yet countless advertisers try to do things almost as impossible.

The uninformed would be staggered to know the amount of work involved in a single ad. Weeks of work sometimes. The ad seems so simple, and it must be simple to appeal to simple people. But back of that ad may lie reams of data, volumes of information, months of research.

Free goods must be sold, and by your own efforts usually. One extra case with ten means that advertising must sell ten per cent more to bring you the same return. The dealer would probably buy just as much if you let him buy as convenient.—From "Scientific Advertising," by Claude C. Hopkins.

1/2 & 1/2

Here's a lesson we all can learn from the Teapot Dome investigation—not to write letters that would look bad in print now, or five years from now. And there is a peculiar fascination about letters marked *Private* or *Confidential* or *Please Destroy*. Somehow or other these are the ones that seem to get the widest reading.

1/2 & 1/2

Near my home is an old cobbler. Yesterday I took a pair of shoes to him and told him to put O'Sullivan heels on them. "Ain't got O'Sullivans," he said. Why not? "Oh so many people ask for 'em I can't keep 'em in stock and I ain't going to be bothered ordering all the time."

1/2 & 1/2

A reader who is with the Sherwin-Williams Company, and who signs himself F. C. T., writes that he enjoyed the little skit on conferences in a recent number. "In one company I was with, not S.W.," he says, "we had a very pompous president who was strong on conferences, but lacked a sense of humor. One day the sales manager got into a row with the factory superintendent at one of these conferences and completely lost his temper. 'Of all the unmitigated asses,' he bellowed, 'you're the limit.'"

"The president was exceedingly ruffled at this lack of decorum and called out, 'Gentlemen! Gentlemen! You forget that I am present.'"

PHILICITUS.



## 25,000 Ministers—the Key Men

on all Church Needs—are Paid-in-Advance  
Subscribers of this Monthly Magazine

They are the purchasing agents and the moulders of opinion in their communities.

You can reach this new market through this publication of 25 years standing for only \$60 per page (12-timerate).

Sample copies and full information on request

**F. M. Barton Company**

Publishers

Caxton Building,

Cleveland, Ohio

NEW YORK, 17 West 42nd Street

CHICAGO, 37 South Wabash Avenue

# Automobiles and Tires

¶ The 95,000 subscribers to THE ROTARIAN own 106,375 automobiles and operate 289,906 motor trucks. This means that **somebody** sells them at least 396,281 sets of tires annually, which, at an average of only \$100.00 per set, means \$39,628,100—also somebody sold them the 396,281 automobiles and trucks.

¶ How much did you sell them?

## THE ROTARIAN

The Magazine of Service

CHICAGO

Member Audit Bureau of Circulations

Advertising Manager, Frank R. Jennings, 221 East 20th Street, Chicago

Eastern Representatives  
Constantine & Jackson  
7 West 16th St., New York

Mid-West Representatives  
Lorenzen & Thompson, Inc.  
122 S. Michigan Blvd., Chicago

Subscription price: \$1.50 in U. S., Newfoundland, Cuba, and other countries to which minimum postal rates apply; \$1.75 in Canada; \$2.00 in all other countries

Published Monthly by Rotary International



**A Safe Landing Field**

**DONT ENTER  
THE FOURTH STATE  
BLINDLY**

**OHIO**

**850,000  
PROSPEROUS  
PEOPLE IN THIS  
CIRCLE OF  
EIGHTEEN  
COUNTIES**

*This Survey  
Free*

"A Safe Landing Field for the National Advertiser," is the title of a twenty-four page book just off the press which will be mailed gratis to any sales or advertising manager interested in Central Ohio.

**The Columbus Dispatch**  
OHIO'S GREATEST HOME DAILY

**HIGGINS & GOLLMAR**  
LITHOGRAPHED PAPER PRODUCTS  
30-38 FERRY STREET  
NEW YORK

Gentlemen: Re: Lithographed Letterheads

Are you thoroughly appreciative of the value of a distinctive, lithographed letterhead - also its economy in quantities of 5000 or more?

Get results from your correspondence - also prestige for your business. Send now for illustrated copy of "Your Letters" - the brochure showing how.

*Gold Higgins*

**A Distinctive Letterhead  
Is Your Introduction  
To Better and Increased  
Business**

**Higgins & Gollmar**  
Incorporated  
Lithographers  
30-38 Ferry St. New York, N. Y.  
If it's Lithographed - we do it!

## The Disgruntled Customer

(Continued from page 772)

do all that I have outlined, but as the retention of a good customer often depends upon the right adjustment of a complaint, it will be seen that I have not exaggerated the qualities of the person who must do the job.

The most common tendency among those who try to satisfy a rabid customer is to give him a piece of their mind. You will often find this treatment of imaginary smartness applied by men who are given the job of untangling some of the exaggerated complaints of women. A woman likes to repeat herself. She likes to have a man listen patiently to her tale of woe. A man who can listen with calmness and patience and also maintain his equilibrium while a woman is expounding the law, will win out every time, and also acquire a real friend. So I may most emphatically cut out everything about giving a piece of your mind to anyone. A man or woman who has a grievance, either real or imaginary, is not concerned about what you have on your little mind. What interests them is their personal satisfaction and your willingness to apply the right spirit and sympathy to their presentation of the trouble.

### Suspicious Attitude Plays Havoc

The right spirit among those who adjust complaints or deal with people in any capacity is something that should be rigidly cultivated. A few years ago a splendid young woman came to me one morning with a letter from a woman customer who owed us \$36.00 and whose husband had been killed instantly a few days previous while crossing some railroad tracks. This woman believed that as the result of her great misfortune we should cancel her unpaid account. My helper agreed with her, but as I didn't care to make any inroads upon the heart feeling that prompted her generous spirit, I told her to leave all the papers with me. Today that same young woman is one of the most accomplished trained nurses in New York state. Perhaps the spirit with which she approached her present task of alleviating suffering is due in part to her training in an office where she was

always encouraged to keep her best and finest traits to the front.

Now let's consider this all important subject from a few other angles. First, it is the suspicious attitude that often prevails among firms and individuals, and which to a large extent is responsible for many of the peculiar stunts pulled off in the belief that they represent good business. For illustration: there is the firm that suspects a customer who says he has spent fifty cents to have an article repaired, and accordingly asks him to send a receipted bill. Common mule sense ought to tell a firm that a man who wants to put one over will ordinarily start with more than fifty cents. If, however, a man tries by some process, which you do not detect, to do you for fifty cents, and wins out, you can better afford to swallow your medicine than to spend \$5.00 trying to convict him. The most delicate thing in the world is a man's word. The moment you cast the slightest reflection upon what he has said, you invite trouble which you may or may not be able to clear up. Always proceed with reason and caution when you tackle the almost impossible job of judging the other fellow, and don't ever get so smitten on your evangelistic qualities as to believe that you can reform the universe.

### Partial Refund Bad Policy

Another bad mistake is that of trying to make a partial refund of an amount expended, justly or otherwise, by a customer. For example, a customer receives a damaged article and then does what he believes is right and has it repaired at greater expense than you would have authorized if you had been consulted in advance. Let us suppose he spends \$5.00, which is \$2.00 too much according to your long range view. Would you send him \$3.00 or \$5.00 in settlement of his claim? Well, if you are wise you will send \$5.00 and request him in a tactful way to write you first in case he receives any other goods necessitating repairs. A \$3.00 refund never took care of a \$5.00 expenditure, although some men might, in view of the circumstances, accept \$3.00 and then have a friendly chat with a competitor when ready to place their next

								
		<h2 style="text-align: center;">Keep Your Ads Where Your Goods Are Sold</h2> <div style="text-align: center;">  <h3>"Good-Ad" Signs of DECALCOMANIE</h3> <p>That "Goes On Forever"</p> <p>are PERMANENT, attractive, brilliantly colored window signs—almost part of the glass itself—continually advertising your product at the point of sale—the retail store.</p> <p>"Good-Ad" signs create a desire to buy and show where to buy—lasting reminders with no expense after the first moderate cost—1% of a SINGLE advertising appropriation.</p> <p><b>PALM, FECHTELER &amp; CO.</b> Decalcomanie Pioneers 67 Fifth Avenue, New York Representatives in all principal cities</p> <p><i>"Good-Ad" Signs are found on thousands of retail store windows throughout the country</i></p> </div>						
								
								
								
								
								
								
								
								

MAIL  
THIS  
COUPON



PALM, FECHTELER & CO.,  
Gentlemen:—Kindly send actual Decalcomanie samples, also illustrated literature  
"S" and FREE COLOR SKETCH, without obligation.

Sign here \_\_\_\_\_

NOTE:—To assist you in preparing color sketch, enclosed find copy of trade mark  
and other advertising matter.

FREE  
SKETCH  
OFFER



# 687 sales vs 16 sales

—over 40 times as many

## One Hooven user says that he made—

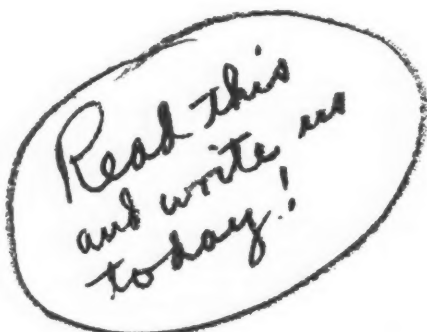
16 sales with \$1,000.00 spent another way; and then  
687 sales with \$1,200.00 in *genuine letters* (Hooven written):

## Another user says that he gets—

68% replies, with Hoovens; of which there are—  
10% orders; as compared with only—  
5% replies secured with former methods:

## Then—consider this remark—

"With 1 Hooven, I outsell 5 side-line salesmen."



### For Executives—

A Special Report, "Plans for Testing Individualized Letters," will be sent upon request. This report prepared by C. R. Sweeney & Company, Business Surveys, retails for \$10.00 per copy. We have arranged to send it without charge to interested executives who wish to increase sales and conserve good-will.

With Hoovens you can write thousands of genuine letters, with carbon-copies, making it easy for you to handle large lists as readily as your stenographer writes a few letters.

Save 3 to 10 salaries  
with 1 girl  
operating Hoovens  
[automatic typewriters]

## We're proud of these users' comments:

"Hoovens are my best sales-aids."  
"Best of all sales-resistance breakers."  
"Sending 10 letters a day ahead of each man."  
"Doubles my salesmen's power to get orders."

## Another user's salesmen say to him—

"Keep those letters breaking-ground ahead of me."  
"Enclosing 5 carbons you sent; note the 5 orders."  
"Send the 1-a-day series to all my prospects."  
"Those 'hard-nuts' are buying; our letters did it."  
"That 1-a-day follow-up helps me sell more."  
"Thanks for those helpful letters; get orders easier."

## Another user says that—

27 girls typed a certain volume of letters; and now  
2 girls and 1 man, equipped with 9 Hooven Automatic  
Typewriters, do the same volume of personal letters.  
27 salaries replaced by three, saving 24 salaries this way.

## Let Hoovens strengthen your own personal selling-power

Hundreds of successful sales executives are using Hooven-written letters as their personal sales-aids. Their salesmen sell *more*, sell *easier*, sell *faster*, because of the intimate assistance of personal letters.

Think what it means: With letters going daily ahead of each salesman, his prospects are freshly interested; he is working at a tremendous advantage over the man who must "break resistance" first. He gets more orders.

Let us tell you more. Call us in, soon.

## HOOVEN CHICAGO COMPANY

531 South Dearborn Street, Chicago

Telephone Harrison 9288-8634

### HOOVEN LETTERS, INC.

114 East 25th Street  
New York

### HOOVEN AUTOMATIC TYPEWRITER CORP.

Manufacturers  
Hamilton, O.



order. The terrific speed of some customers when they are not satisfied is positively sickening. The awful silence of others is enough to disrupt the most carefully organized families.

The next point we may appropriately consider is when the responsibility towards a business transaction terminates. Viewed broadly, it never terminates—it really continues on like Tennyson's brook. Just now I recall that a few weeks before I left the Larkin Company I gave a decision on the complaint of a woman who bought some silver teaspoons fourteen years ago, and threw them away shortly after because the plating did not come up to her expectations. Throughout this long period she never uttered a word of complaint to the Larkin Company, neither did she do any more business with them. What she did do was to leave them severely alone, until one morning in April, 1920, when she saw a chair in the Larkin catalog that tickled her all over. She then wrote about the teaspoons. She also intimated that we should make good, but she did not advance a single word of apology or explanation for the moss she had permitted to grow. Did we burden her with a lot of questions to test her honesty or did we turn her down? We did neither. We replaced the silverware without delay or quibbling of any kind, and naturally gave her much more for her money than she received fourteen years ago.

#### No Ad Like a Satisfied Customer

No firm has many of these mossy transactions. They are quite exceptional. The big thing to remember is that a few old cases rightly adjusted will ultimately bring more and better returns in any community than if you were to turn loose a half dozen paid representatives to advertise the merits of your house. It beats all how a customer can be inspired to talk if he is given the right encouragement. And sometimes this encouragement may be represented by nothing more than a pleasant smile, a few pennies or a cordial hand shake. Last winter the president of a great department store in the second largest city in Illinois told me that some twenty-five years ago, when his store was in its infancy, he and his partner took

turns at the front door in shaking hands with all who crossed the threshold. He also added that if he could find the right man to do the same thing today, he would willingly pay him the largest salary of anyone in the organization. Maybe you disagree with this man. If so, let me give you his address that you may go and see what he has built by paying attention to the little things that please and satisfy.

You might also think of one of Marshall Field's early experiences in exchanging one hat three times for the same customer, and then contemplate those eloquent piles of brick and stone and mortar that stand to his memory as a business genius in the city of Chicago.

#### Getting the Customer's Viewpoint

When all is said and done, the big job in adjusting a complaint is to cultivate the utmost respect for the other man's viewpoint. Every person who makes a complaint has his personal idea of the way it should be adjusted. Do your best to cooperate with his idea. Avoid criticism and argument, even though one or both may impress you as being in order. Learn to be a patient and considerate listener. If your customer raves and rants, just remember that you cannot afford to do the same thing, no matter how much you may be tempted. Smallness on the part of the other fellow is usually an invitation for you to be big.

There isn't anything in the attitude I am suggesting that opens the way for the customer to convert you into a doormat. You can be firm without being sarcastic or discourteous. You can determine the right or wrong of any grievance, provided you proceed with an open mind. You can dispense justice of the finest variety, if you are so inclined, and still maintain the balance of a well conducted business. You can usually make others see things your way, if they are wrong, by playing the role of a real man instead of a small and contemptible seeker after the pound of flesh. You can satisfy almost any complaint by treating others as you would like to have them treat you if your positions were reversed. The Golden Rule is always a safe rule of action if fully applied.

Perhaps you are ready to say that

SALES MANAGEMENT FOR APRIL, 1924

## An Unusual Opportunity for a Sales Manager

One of our clients is seeking the services of a sales executive who has the capacity to ultimately become a vice-president of the business.

The company is long established and about to undertake a program of expansion. Its present sales force will be quadrupled. They are looking for a man with demonstrated ability as an organizer and manager of men, fully capable of handling an organization of 2,000 salesmen.

The product is sold direct to the farmer by high-grade salesmen. The proposition is high-grade all the way through, and from my personal knowledge of the business and its officers I feel that there is a real opportunity for the right sort of a man, possessing the ability to "put it over" to make a real place for himself. Address:

**J. C. ASPLEY**

1801 Leland Ave.

Chicago



### Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

**The John B. Wiggins Company**  
Established 1857

1102 S. Wabash Ave.

CHICAGO

705 Peoples Gas Bldg.

**WIGGINS**  
Peerless  
Book Form **CARDS**

## Good Equipment is Half the Sale

Are you or your salesmen equipped with carrying cases that are

Compact  
Light in Weight  
Extremely Durable  
Reasonably Priced  
Attractive

—forming an inviting background for your product or service? For example this

### CENTURY PORTFOLIO



Style No. 366

It is only one of the many practical portfolios in our extensive line of Portfolios, Brief Cases, Bags, Sample Cases, etc. We make a stock line and can furnish quantities on quick notice.

Perhaps your sales force requires the *unusual* portfolio, bag or sample case? We specialize in "made to measure" traveling equipment of special designs and sizes.

Send for Catalog No. 22

It illustrates and describes the complete line of Century Brief Cases, Portfolios, Sample Cases, Traveling Bags, Suitcases, etc. Write for your copy today.

**Century Leather Crafts Company**  
366 Broadway New York City

## I failed that time!

He was bound to sell his product (not a necessity) to an industry that was down and out, and ordered me to write the sales letter.

That letter, multigraphed, brought him eight per cent dictated replies—and "Nothing doing" was the substance of all of them.

So he said my letter was no good, and sent out two of his best salesmen; but they couldn't "squeeze water out of a dry sponge" either. Which vindicated my letter.

However, I avoid such experiences, and refuse to serve when I don't see a reasonable possibility of paying returns.

But if the sponge you want to squeeze isn't dry, I can help you get something out of it, by letters and other sales appeal. Booklet E-40.

*Corneil Ridderhof*

Times Bldg.

New York

**THE PUBLIC SERVANT & MASTER** You cannot know so much about your profession or your business that you need not know a little more about the public, which in the last analysis is your best servant and the biggest boss. How to reach the public, influence it, *know* it is the message of an unusual book, written by an authority, **CRYSTALLIZING PUBLIC OPINION** by Edward L. Bernays (Price \$2.50) which it will pay you to add to your library. Write for descriptive circular.

**BONI & LIVERIGHT**  
61 West 48th Street, N. Y.

the Golden Rule is all right if it were not for the cost that is often involved. Right there is where a lot of tightwads go on the rocks. The cost comes so high that they put it ahead of satisfaction. It is well for such people to remember that in many instances it pays to spend \$10 to adjust a \$5 transaction. No far-seeing man will think solely of what he is spending today to adjust a complaint. Next month and next year are the chief concerns of a big gauged adjuster. He realizes that a satisfied customer is the one who sticks. The cost of satisfying him comes back through the permanency of his business.

It costs too much to get a customer to part with him over night for some trivial reason. The wise firm falls so desperately in love with its old customers that it goes far out of its way to treat them generously if anything unfavorable develops.

### Holding Old Customers

Among the hard complaints is the one where the customer expects you to take back something on which you must assume an absolute loss. Personally I have found it worthwhile in this and all similar cases to be perfectly frank. As proof of this, note the following letter which gave the customer free rein to apply his ideas of justice:

"Thank you very much for the nice order you gave Mr. Powell yesterday and for the courtesy you extended him.

"Mr. Powell tells us that you would like to return twenty-six gross of Nub hooks and eyes and forty-nine gross of Cynthia hooks and eyes for credit, but to be frank with you, we cannot accommodate you without involving ourselves in a dead loss on both items. However, if you feel that it is utterly impossible for you to get rid of the above, we will cheerfully show you how much we appreciate your cooperation by helping you out.

"The whole matter is therefore in your hands. Do whatever you consider is fair and just, and we will do our part without comment or argument."

Another case which occurs to me is one involving some returned goods which we were sure had been in contact with water before they were sent back. We simply gave the facts as we saw them without

any criticism, and then asked our customer what he thought we should do. He returned an answer saying that he believed we should make a prompt exchange. We complied with his request and assumed the loss. It is possible that he fooled us. If so, the responsibility for his foolishness rests upon his conscience—not ours.

Last September I went through Yosemite Park. I bought my tickets of a tourist agency in San Francisco and was told that my expenditure would not only cover the entire cost of the trip, but would also give me the very best in the way of accommodations. Regardless of this assurance, one of the hotels assessed me an additional dollar because they assigned me to a certain room. Upon my return home, I complained to the tourist agency and asked them for a refund. They returned an argument, necessitating a second letter from me, which brought me a refund. This agency made the mistake of not refunding in the first place without comment or argument.

It is usually right to prolong matters and ask questions when a considerable amount is at stake. It is seldom right though to do much prolonging and take the chance of antagonizing a customer when only \$1.00 or even more is at issue and the blunt of the responsibility or the origin of a misunderstanding appears to rest with the seller.

### Why Statler Hotels Are Crowded

A few weeks ago, I rushed into the Pennsylvania Hotel in New York one night to get two sandwiches to eat while enroute to Philadelphia. The sum extracted for these was \$1.00. As this impressed me as being excessive, I wrote the Pennsylvania the very next day. The courteous answer I received appears below:

"In Mr. Statler's absence let me thank you for your letter of January 17th, bringing to our attention your experience in our 'little eating room.' It is only when our guests take the interest to tell us of such happenings that we are able to prevent their recurrence.

"Of course you were overcharged for the sandwiches and we are refunding the amount of your check. Mr. Statler does not want a dissatisfied patron.

"But what we would appreciate





## When will a younger man become *your* boss?

**T**HOSE OF US who are under fifty will find something very personal in this true business story. . . .

In September, 1922, the Purchasing Agent of a manufacturing company read an advertisement like this, and sent for the definite plan of business progress offered in the coupon below. Shortly afterwards he decided to take up the Course of Reading outlined in the plan.

In visiting him afterwards, a representative of the Alexander Hamilton Institute remarked:

"By the way, we have a very good friend in your organization. Mr. Humphreys, your Secretary and Treasurer, enrolled some years ago. Last year we received from him a letter in which he said that this Course had been one of the most important factors in his business progress."

The face of the Purchasing Agent was an interesting study. He is a man of forty-five who has spent twenty years with the Company, the last twelve of them in the same position.

"Yes, I know all about Mr. Humphreys," he said quietly. "I hired him when he came here as a boy fourteen years ago."

Then after a minute added:

"I was ahead of him until he began reading and studying about business."

### "I was ahead of him"

—there is a very tragic note in those words. Youth is the eternal contender, al-

ways waiting to take every man's place. Every day in every city some older man is shocked by the promotion of a younger man over his head.

It sounds hard and resistless, and it is. But there is one redeeming feature about it. *Age is not a matter of years.* Gladstone was still Prime Minister at eighty. Many of the biggest businesses are headed by men who have moved steadily ahead long after middle life. *But Gladstone kept reading*, reaching out, growing; he took up the study of a new language at 80. You can determine for yourself when you will be old, when younger men will begin to pass you. That time will come the day you cease to grow.

### Put big minds to work for you

What the Alexander Hamilton Institute does is very simple. It gathers together the most inspiring minds in business and education—men who have succeeded notably. It takes the best which these minds have to offer and brings it to you, in books of agreeable reading, in lectures, in letters and service based on your individual requirements. It says: "Refresh your own mind from these minds. Add to your business equipment what they have learned at the cost of much time and money. By constant contact with men far above you, you inevitably reach up. You grow."

The fact that the Institute has helped many men to add thousands of dollars to their incomes

is secondary. Money rises to the level of brains; raise your level of ability and nothing can prevent your income from increasing. If your present business does not afford more money, some other business will.

This is not theory. Since the Institute began, it has laid out a definite plan of business progress for more than 200,000 men. These men have not been passed in the race by younger men. They are the Institute's living advertisements—the proof that this training *can* and *does* help men to be *continuously* successful.

### Send for this definite plan

The cost of the Institute's Course, if you decide later that it is *the* Course for you, is a few cents a day, a few hours of reading a month. But the cost of investigation is nothing. Let us send you the booklet, "A Definite Plan for Your Business Progress." Even if you do no more than read it, it will help you to answer the question: "Where will I be in business ten years from now?" Surely the answer to that question is worth the little effort of filling in this coupon.

### Alexander Hamilton Institute

60 Astor Place New York City

Send me the booklet, "A Definite Plan for Your Business Progress," which I may keep without obligation.



Name \_\_\_\_\_ Please write plainly

Business Address \_\_\_\_\_

Business Position \_\_\_\_\_

Alexander Hamilton Institute, Limited, C. P. R. Building, Toronto  
Australian Address, 42 Hunter Street, Sydney

Copyright, 1924, Alexander Hamilton Institute

SALES MANAGEMENT FOR APRIL, 1924

881



## DIRECT EVIDENCE INCREASES SALES

**YOUR** salesmen should show skeptical prospects the testimonial letters and orders which you receive from satisfied customers—it would remove doubt and get the order.

**HARD-SHELL PROSPECTS DEMAND PROOF**  
You could provide it by making use of the testimonial letters and orders lying idle in your files.

**PUT POWER BEHIND YOUR TESTIMONIALS**  
Give a copy to each of your salesmen and note the effect on their moral and orders.

We make copies of anything written, printed or drawn—Letters, Orders, Contracts, Maps, Plans, Charts—without the use of glass plates or expensive cuts.

Write for Samples and Prices

AJAX PHOTO PRINT CO.

35 W. Adams St.

Chicago, Ill.

## \$22,000 from a Letter!

\$22,896.20 worth of merchandise sold with a single one-page "form" letter at a total cost of \$136.05. Send 25c for a copy of "Postage Magazine," and an actual copy of this letter will be sent gratis. If you sell, you need "Postage," which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers chock full of usable, cashable ideas.

POSTAGE, 18 E. 18 St., New York

## "INCREASING DIRECT ADVERTISING RETURNS"

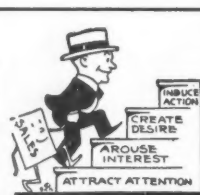


A New Book by FLINT McNAUGHTON

Here is a book YOU need. Filled with practical, result-producing information. Outlines plans for increasing returns in inquiries and sales; winning jobs, creating demand, etc. Shows advertising fundamentals. Explains right practices and winning methods. How to increase pulling power in inquiry and order cards, coupons, order blanks, etc. Analyzes coupons in magazines and trade papers. Just the information all ambitious advertisers want and can turn into profit. Illustrated by reproductions of 201 advertisements. 220 pp. Cloth. At Live Bookstores.

Sent Direct for \$2.50

Selling Aid, 1304 Jackson Blvd., Chicago



## Sales Managers!

Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.

We specialize in convention cartoons.

Send for proof sheets

We Draw Cartoons to Order

**Business Cartoon Service**

Lew Merrell

35 S. Dearborn St.

Chicago

## TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates

Send for Samples

Best price—Quickest service

**Commerce Photo-Print Corporation**

80 Maiden Lane

New York City

knowing is if you mean our Fountain Room when you say 'the little eating room' or do you refer to the Lunch Room below the lobby floor? This information will help us, for as stated above, we do not want to have the thing happen again."

It may be that the Pennsylvania Hotel was too liberal, and it may be that they know how to advertise. In any event, their treatment of my complaint embodies a lesson from which all of us can profit, particularly those who delight in arguing.

As a final illustration I submit an inquiry to me from a large Ohio undertaking establishment, together with my answer.

"Our goods are marked in plain figures. A customer who had a death in the family came in and selected an outfit for his mother. He selected just what he wanted and made the remark at the time that he considered our prices were just about \$100 more than ordinary. Yet he bought the outfit and after the funeral was over he came in and insisted that in order for him to be fully satisfied, he would have to have a discount of \$100 on the funeral bill."

My answer:

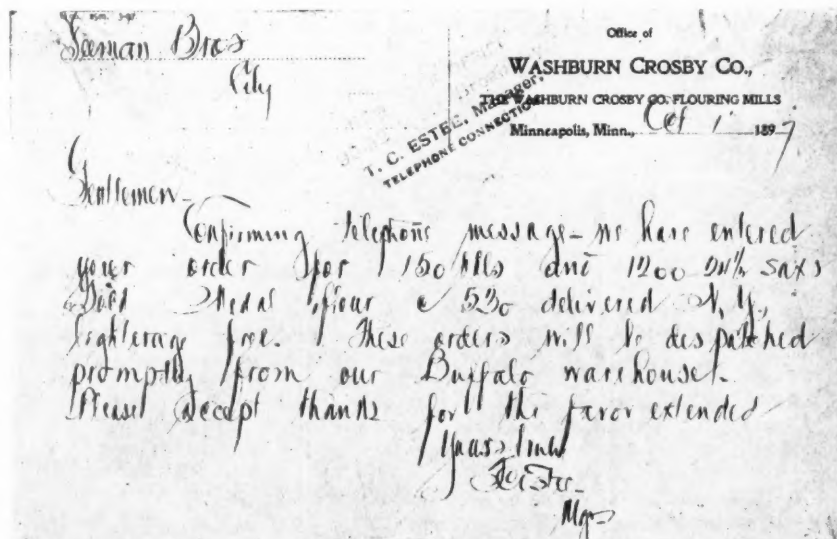
"As I see it, the settlement you should make with your customer, who is quite insistent about a reduction of \$100, depends entirely upon the way your minds met at the time he placed his order. If you reached

a thorough and satisfactory agreement in advance of his mother's funeral, as regards the price he should pay for everything you intended to furnish, you are now justified in asking that he keep his agreement, the same as he would expect you to do under like circumstances.

"If, on the other hand, there seems to be any doubt about the meeting of your minds at the right time, you should give your customer the benefit of such doubt, and make whatever reduction in your bill as may be right and proper.

"From what you say, I am strongly of the opinion that your customer is trying in a gentlemanly way to get the better of you. If such is the case, I advise you to stand pat. Certain it is, I would not be influenced very much by his argument that the price you desire to charge for your service is \$100 above the ordinary. It is hardly within the province of Tom, Dick and Harry to tell you what you shall or shall not charge for this or that. You know your costs better than anyone else, and are therefore most competent to determine what you should be paid for the character of service you are rendering."

That's all, except to emphasize that there is abundant opportunity in these selfish and suspicious days for improving our attitude toward others, particularly the kickers.



The first order received by the New York office of Washburn-Crosby Co. was courteously acknowledged by a personally written note from the manager. Seaman Bros. who "extended the favor" are still one of the leading factors in the wholesale grocery trade in New York, and the New York office of Washburn-Crosby Co. now handles a vast amount of export business, selling Gold Medal products to buyers in nearly every civilized country. Today the manager would probably have no time for anything else were he to attempt to acknowledge all orders by personally written notes in longhand



J. E. GREENSLADE, President  
National Salesmen's Training Association

## Let Me Introduce You to Some Real Salesmen—Gratis, of Course

THERE are still a good many sales managers who are not aware of the fact that the National Salesmen's Training Association maintains an Employment Service Department that is gratis to all concerned.

Every year we put thousands of our Members in touch with concerns needing salesmen—and invariably these men make good in a big way right from the start. This is not surprising to us because a trained salesman will always outsell a man who relies on native ability.

### *N. S. T. A. Members Receive Specialized Training*

In addition to a thorough training in the fundamental principles of salesmanship, our Members receive specialized training in the following lines:

Real Estate  
Automobiles and Accessories  
Stocks, Bonds and Securities  
Insurance  
Advertising and Advertising Specialties  
Groceries  
Boots and Shoes  
Hardware  
Clothing  
Office Supplies  
Meats, Poultry, etc.  
Dry Goods  
Musical Instruments and Supplies  
Sporting Goods

If you need one or more salesmen then do not hesitate to use the request blank below. We have scores of Members who are ready to step into sales positions—many of them have had sales experience, others who are ready to take their baptism fortified with the knowledge gained from our result-securing system of Salesmanship Training.

### *Wonderful Records Made By N. S. T. A. Members*

We have in our files hundreds of records to prove our Members *have quickly lead entire sales forces* after a short period on the firing line. And the remarkable part about some of these performances is that a good many of the records are held by men who never sold goods before. But they know what to do and what not to do—thanks to the training they had received with the N. S. T. A.

There are no strings to this offer. So why not see what this free service can do for you. Without question we have just the right kind of man or men you need. And every man has proved his energy and ambition by completing his training with us.

### *Write or use the Coupon*

We make absolutely no charge for putting you in touch with our Members. Just let us know your needs, how many men you want, and we will find the men who fit into your proposition.

Hundreds of the best known concerns in the country have used this Employment Service with a full measure of satisfaction. You, too, will be highly pleased.

### **Employment Department**

### **National Salesmen's Training Association**

53 West Jackson Boulevard

Chicago, Illinois

NATIONAL SALESMEN'S TRAINING ASSOCIATION  
Employer's Service Dept.  
Suite 515-27 Monadnock Building  
Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions. We plan to employ additional salesmen.

How many?.....  
Territory .....  
Firm .....  
Street ..... City.....  
Line ..... Manufacturer.....  
Wholesale House.....

# The Nation's Biggest Business Builder

**T**HIS wonderful combination of a perfect, smooth-writing, non-leakable fountain pen with a unique and practical check protector enables the writer to write and protect his checks **any time—any place**. Just think! \$53,000,000 was lost in one year through alterations of checks and other negotiable papers.

The Security Check Protecting Fountain Pen is designed to give protection of EVERY KIND, EVERYWHERE, against EVERY sort of check-manipulating crookedness. Its knife-edged steel rotating, cutting wheel scores the paper and fills the scoring with an ineradicable acid-proof ink, which can not be removed. This protection is given to the amount, payee's name, check number, date and memoranda. It affords equal protection to names, amounts, signature and important clauses on deeds, wills, contracts, etc.

The Fountain Pen itself is the result of seventeen years' experiment. It flows so easily, writes so smoothly and is so durable that on these merits alone, it should cause most fountain pen users to discard their present pen in its favor.

### Five Exclusive and Patented Features

The special screw pressure filling mechanism is something different from anything on the market.

The double channel air cushion feed bar absolutely prevents any leaking or blotting. There is no such thing as teasing or coaxing the pen along to make it write. The instant the pen point touches the surface of the paper, it is ready for service.

Our wonderful rolled gold spring clip holds the pen in the pocket of one's coat with a bull-dog grip, thus preventing its loss.

Our 14-Kt. gold pen. Tempered by secret process evolved after seventeen years of constant experiment (retains its flexibility) and tipped with native iridium. Writes smoothly on roughest paper. A perfect point on a flawless pen.

Besides these other marvelous features, we have the check protecting device, which has heretofore been unheard of in the fountain pen industry.

## Prices

No. 300.....	\$3.50
No. 400.....	\$4.00
No. 600.....	\$5.00
No. 800*.....	\$7.00

\*In long or short styles. Giant Security made in beautiful red and black (mottled) finish. Exceptionally large ink capacity.



## Every Salesman

should be impressed with the value of check protection.

You protect the company's checks but your representative in the field has not the opportunity to protect either the firm's checks or his own personal account unless he is the owner of a "Security."

Encourage your salesmen to greater effort by offering the Security as a prize.

Your customers too, will be delighted with one of these beautiful pens as recognition for their valued patronage.

This pen can be used to advantage as a gift for the opening of new accounts and are particularly appropriate for favors at sales convention banquets.

A gift that long will be remembered and of exceptional value to every man or woman, regardless of the number of pens they may own, because of the Security's practical check protecting device.

## Wonderful Business Builder

If you desire to secure the cooperation of jobbers or retailers in disposing of special merchandise in quantities, there can be no greater incentive than offering a Security as a special bonus.

We particularly recommend our "Giant" Security mottled finish, retailing at \$7.00, a pen of beauty—with extra large ink capacity. The size that so conveniently fits the hand of the average busy business man.

Order one of these pens today for your own personal use. Try it out in every conceivable way. Satisfy yourself that the Security Check Protecting Fountain Pen is all that we claim it to be.

## Unconditional Written Guarantee

Money cheerfully and promptly refunded if you are not thoroughly satisfied.

After you have given this pen a severe test, then write us for special quantity discounts to firms, anxious to use the Security as a business builder.

Order one pen or enough pens for the heads of your various departments. Be absolutely convinced.

Mail the coupon without delay.

**ALBERT G. BURNS, Director of Sales**

# SECURITY PEN CORPORATION

**900-910 W. Jackson Blvd.**

## Dept. P

## CHICAGO

**SECURITY  
PEN CORP.**

Dept. P. 1, 900 W.  
Jackson Blvd., Chicago, Ill.

Gentlemen: We are interested in your proposition. Send us descriptive circular and quantity discounts. Enclosed find \_\_\_\_\_ check \_\_\_\_\_ money order, \$\_\_\_\_\_. Send me one Security Pen No. \_\_\_\_\_ ☐ Long ☐ Short ☐ Medium ☐ Fine ☐ Stub ☐ Coarse in flexible ☐ or ☐ Stiff action. Also ☐ Demonstrating Outfit Free with pen. With the understanding that if I am not thoroughly satisfied with the pen you will return my money in full. Write name plainly.

NAME

ADDRESS

CITY \_\_\_\_\_ STATE \_\_\_\_\_



# TIPS



How many calls do your salesmen make before they get an order? Do they make one, two or three calls and quit—or do they keep on calling upon the dealer until he is sold? An article in "The Day's Work," house organ of The Procter & Collier Advertising Agency, for March relates information gained in a nation-wide investigation among 1,000 retail merchants, which showed that sixty per cent of the sales of a new, and not advertised product were made *on or after the fifth call*. The article then proceeds to show how the cost of non-productive calls would have paid for an introductory advertising campaign which would have greatly reduced the selling effort and obtained much quicker distribution.

The Procter & Collier Company, McMillan Street at Reading Road, Cincinnati, will be glad to send copies of this March issue, and succeeding issues as well to executives who request them.

It would appear, after reading a little booklet published by The American Restaurant that many manufacturers of food products are overlooking a wonderful opportunity when they fail to get their product on the tables of the 100,000 restaurants, cafeterias, lunchrooms and other public eating places in the United States. "How to Sell Restaurants," one of the important chapters in the booklet, gives many helpful hints and suggestions which should be of great value to food product concerns whose products meet the requirements of the modern restaurant. The Patterson Publishing Company, 40 South Dearborn Street, Chicago, will send you a copy of the booklet if you request it.

Sales and advertising executives who have had occasion to note the sometimes conflicting claims of influence offered by rival newspapers in their bids for advertising patronage, will be pleased to learn that thirty-two leading daily newspapers of Iowa have joined in a practical and effective plan for cooperating with national advertisers in that state. A comprehensive and valuable market analysis has been made and the findings are offered in a booklet entitled, "Iowa—Where Every Family Takes a Daily Newspaper." Copies of this booklet may be had by addressing The Iowa Press Association, Council Bluffs, Iowa.

It was Arthur Brisbane who made the extraordinarily wise remark that "One thing only interests all human beings always, and that is the human being himself."

Taking this quotation as a text, the Kier Letter Company, 538 South Clark Street, Chicago, in their monthly house organ, "Personalized Publicity," point out the importance

of making letters and direct mail literature *truly personal* if the maximum results are to be attained.

The little publication requires only a few minutes to read once a month and is well worth asking to be placed on the mailing list.

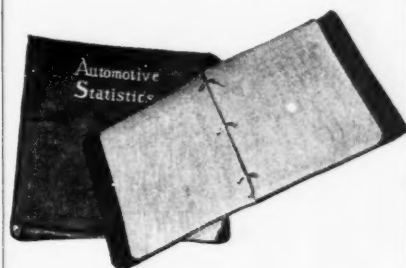
One of the most comprehensive surveys of a typical American city—Columbus, Ohio—where 93.2 per cent of the people are native born Americans, has just been issued by the *Columbus Dispatch*. The facts of this market relate not only to the city itself, but to the eighteen counties which bound its trading radius. The survey is prepared in a brief, attractive way ready for filing and will be mailed gratis to any sales manager who requests it on his business stationery. Address your letter to Harvey Young.

There's a lot of sound thinking, packed into a few lines, in "Purple Patches," a new house organ leaflet being distributed by Merrill, Price & Taylor, advertising agents, Wrigley Building, Chicago. "There are just two kinds of people—The Thinkers and The Doers." "The Doers Do What the Thinkers Think," is the theme of the first issue, and if future issues are written in the same strain, they will be mighty interesting reading for any man who is interested in sales and advertising. A request is all that is necessary to get on the mailing list.

Students of advertising and merchandising strategy, and "practitioners" as well, will find much to think about and ponder over in a booklet describing the publicity and selling methods of The Parker Pen Co., which the company has prepared for college and university study. The title of the book is "Applied Advertising and Marketing," and it contains much valuable "behind the scenes" information about the Parker Duofold campaigns. More than sixty college classes in marketing have included it in their course of study. Write The Parker Pen Company, Janesville, Wisconsin, for a free copy.

It might save you money in transportation charges and replacing damaged shipments to study a booklet "Corrugated Boxes and How to Use Them," issued by the Hinde & Dauch Paper Co., Sandusky, Ohio. The booklet gives in condensed and readable form the railway classifications governing shipments packed in corrugated boxes and will be of value to shippers not only in selecting proper containers, but also in the packing and sending of their shipments. Ask Sidney Frohman, president and general manager of the company for a copy.

SALES MANAGEMENT FOR APRIL, 1924



## What is the Buying Power of Lake County, Ohio?

HERE is a book of statistical data that answers the question.

The third annual issue of the Motor List Co. book "Automotive Statistics" gives detailed figures of automobile distribution in every one of the 3,068 counties in the United States.

"Automotive Statistics" will contain the following data on all counties—Ford Passenger Cars, Ford Trucks, Other Passenger Cars, Other Trucks, Total Passenger Cars, Total Trucks, Farmer Auto Owners, Total Automotive Trade, Passenger Car Dealers, and estimated 1924 Population.

The following general statistics of each state will also be given: Estimated 1924 Population (urban and rural), Number of Farms, Value Farm Property, Value Farm Products, Value Manufactured Products, Miles Surfaced Roads, Miles All Roads and Others.

The new edition will be loose-leaf form in a handsome ring binder stamped in gold. Page size, 8½x11.

Prepublication subscription price —\$25.00. The after publication price will be \$30.00. Ready for distribution about April 15th.

### R. L. POLK & CO.

Motor List Co., Division  
222 Polk Directory Building  
DETROIT, MICH.

Enter our subscription for the 1924 edition of "Automotive Statistics" for which we agree to pay \$25.00 upon delivery.

Name of firm.....

Address.....

Individual.....



## Fighting Indecision!

Like a pendulum your prospect's mind swings. Cannot decide just now. Need a little time to think it over. Will decide later.

It happens every day and yet—how many concerns are properly equipped to cope with a situation of that kind?

You cannot eradicate that undecided attitude of the prospect, but you can fight it most effectively with Direct Mail Advertising.

Mailing-cards, letters, folders, booklets, broadsides, and catalogues are all effective instruments—each with a particular task to perform. Which is best adapted to your business?

Buckley, Dement & Co., specialists in the production of Direct Mail Advertising, can help you solve that problem. An organization complete in itself. Every process from compiling data to shipping the completed product is performed under one roof.

*"Selling goods from your office chair" is a pamphlet which should prove of considerable interest. A copy will be sent upon request—as well as our 1924 data book of dealer lists and statistics.*



### BUCKLEY, DEMENT & CO.

DIRECT MAIL ADVERTISING  
PLANNED—PRINTED—MAILED

1314 JACKSON BOULEVARD . . . CHICAGO

## News of the Road

The Twentieth Century Limited, which is being operated in from two to five sections east and west every day, established a record in January, when six sections left Chicago bound for New York. The gross earnings of this train for 1923 were more than \$7,500,000 and the first million of her 1924 earnings was passed early in February. It is said that four-fifths of the railroads of the country do not enjoy passenger earnings so large as this one train.

Every month seems to bring the news of a new hotel in Chicago, which is to be the largest in the West. The Hotel Sherman has just announced that the Powers Theater and Fidelity Safe Deposit Buildings are to be torn down in July to make room for a seven million dollar addition. This addition will contain 650 rooms, which will give the Sherman a total of 1,650 rooms, making it by far the biggest west of New York. The new hotel will be the most completely equipped in the country, and according to plans, each room will contain a radio receiving set. The Sherman has always paid particular attention to conventions and in the new addition there will be an immense ballroom and convention hall to accommodate 2,500 persons with additional banquet halls for 1,000 more.

The competition of motor vehicles, both passenger and freight, has made such serious inroads on the revenues of some railroads, that attention is being given to the possibility of using motor rail cars on branch lines. The Rock Island in particular is making plans to substitute motor cars for steam power on lines where traffic is light.

Sales executives, located in the Middle West and Far West, who have trouble in making hotel reservations in the East, will be interested in the complimentary service which the Boomer chain of hotels is giving to its western patrons. This chain, which includes the Waldorf-Astoria in New York, the Bellevue Stratford in Philadelphia and the New Willard in Washington, has established an office in Chicago, a thousand miles from home. Reservations can be made through this office for any of their hotels and assurance is thus given of hotel accommodations.

The season has been exceedingly profitable for the card sharpeners according to the Pullman Company. The following bit of wisdom is to be appropriately illustrated and prominently displayed in all sleeping cars at once.

"Strangers who invite you to play cards generally are too lucky for the average mortal."—Pullman Travel Hints.

The Benjamin Franklin, ten million dollar Philadelphia hotel, now under construction, has been added to the United Hotels Company. The new hotel, with its 1,200 rooms each with bath, will be the largest in the chain with the new Roosevelt in New York, second, with 1,107 rooms. A convention hall to seat 1,500 persons is a feature of the hotel, while a grill room in the basement will accommodate 500 people.

# Will you greet tomorrow's prospects keen and alert?

**F**OR the sake of your order book, your health and personal comfort, *use discretion in choosing your hotels!*

Here are some of the reasons why salesmen in growing numbers are finding it advantageous to make United Hotels their headquarters:

**"United" rates are standard.** You know just what you will pay, and that it won't be too much.

**Upon leaving one United Hotel, you can reserve your room at the next along your route.**

**You will enjoy the refreshing night's sleep that a comfortable bed makes possible, in a large airy room, attractively furnished.**

**Different types of restaurants enable you to dine as you please.** Although you will usually be entertained at mealtime, you will not be taxed a cover charge.

**United Hotels will save you time and temper, for here the salesman's needs are understood and provided for.**

You will greet tomorrow's prospects keen and refreshed if you have spent the night before at a hospitable "United." You will find United Hotels centrally located in the business cities listed at the right.

## UNITED HOTELS COMPANY

*Executive Offices:* OF AMERICA

25 West 45th Street, New York

EUROPEAN CORRESPONDENT: U. N. I. T. I.

(UNIONE NAZIONALE Industrie Turistiche Italiane)

OPERATING fifty hotels in EUROPEAN COUNTRIES



*The Hallmark of Hospitality*

Akron, Ohio  
*The PORTAGE*  
Albany, New York  
*The TEN EYCK*  
Erie, Pennsylvania  
*The LAWRENCE*  
Flint, Michigan  
*The DURANT*  
Harrisburg, Pa.  
*The PENN-HARRIS*  
Newark, New Jersey  
*The ROBERT TREAT*  
Rochester, New York  
*The SENECA*  
*The ROCHESTER*  
Syracuse, New York  
*The ONONDAGA*  
Trenton, New Jersey  
*The STACY-TRENT*  
Utica, New York  
*Hotel UTICA*  
Worcester, Mass.  
*The BANCROFT*

### **Canadian United Hotels**

Hamilton, Canada  
*The ROYAL CONNAUGHT*  
Montreal, Canada  
*The MOUNT ROYAL Hotel*  
Toronto, Canada  
*The KING EDWARD*  
Windsor, Canada  
*The PRINCE EDWARD*  
Niagara Falls, Canada  
*The CLIFTON*  
(Open May to September)

### **Under Construction**

New York City  
*The ROOSEVELT*  
Philadelphia, Pa.  
*The BENJAMIN FRANKLIN*  
Seattle, Wash.  
*The OLYMPIC*  
Niagara Falls, N. Y.  
*The NIAGARA*

### **Projected**

Paterson, N. J.  
*The ALEXANDER HAMILTON*  
St. John, N. B., Canada  
*The ADMIRAL BEATTY*

### **Also "The Colonial Chain"**

*The COLONIAL*, Gardner, Mass.  
*The BURRITT*, New Britain, Conn.  
*The PONTIAC*, Oswego, N. Y.  
And 25 others projected



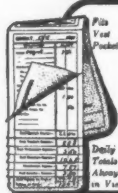
## PREMIUM SERVICE and PREMIUMS

—We save you all the overhead expense, all your investment in premiums and all the worry and bother of buying, handling and distributing.

—Our business isn't identified with either cooperative coupons or trading stamps. Our patrons retain their identity; the premiums are theirs, the catalogs or leaflets are theirs and the coupons are theirs; we are simply their premium department.

—Let us send you our booklets explaining everything in detail.

THE PREMIUM SERVICE CO., Inc.  
199-201 Franklin Street New York



### Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.

100 for \$3.00 500 for \$13.75 1000 for \$25.00  
GARRETT & MASSIE, Inc., Publishers  
P. O. Box 1637-D Richmond, Virginia

## ARE YOU SELF-CONSCIOUS? DO YOU STAMMER?

Are you awkward, shy, tongue-tied, nervous, retiring; do you stammer, stutter, blush, fidget, gulp; does your throat catch or your heart flutter? Don't be ridiculous or uncomfortable. Send 10c for valuable booklet which tells how to overcome these defects.

SEYMOUR INSTITUTE  
Dept. U4, Seymour Bldg., 5th Ave. at 42nd St., New York

### Statement of Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912

of SALES MANAGEMENT, published monthly at Chicago, Illinois, for April, 1924.

State of Illinois, County of Cook—ss.

Before me, a notary public, in and for the state and county aforesaid, personally appeared John Cameron Aspley, who, having been duly sworn according to law, deposes and says that he is the editor of SALES MANAGEMENT, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of Aug. 24, 1912, embodied in section 443, Postal Laws and Regulations.

1. That the names and addresses of the publisher, editor, managing editor and business managers are:

Publisher—The Dartnell Corporation, 1801 Leland Ave., Chicago.

Editor—John Cameron Aspley, 1801 Leland Ave., Chicago.

Business Managers—The Directors of The Dartnell Corporation.

2. That the owners are The Dartnell Corporation, a stock company organized and incorporated under the laws of the State of Illinois, all stock being owned by J. C. Aspley, Glencoe, Ill.; M. D. Aspley, Glencoe, Ill.; M. B. Aspley, Chicago; J. T. Kemp, Chicago; P. S. Salisbury, New York City; P. R. Means, Chicago; H. G. Trine, Chicago; R. A. D. Trine, Chicago; M. V. Reed, New York; and J. F. Weintz, Chicago.

3. That the known bondholders, mortgagees and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages or other securities are:

Ravenswood National Bank, Chicago.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds or other securities than as so stated by him.

JOHN CAMERON ASPLEY, Editor.  
Sworn to and subscribed before me this 24th day of March, 1924.

P. R. MEANS, Notary Public.  
(My commission expires March 28, 1927.)

## Personal Service and Supplies

Classified rates: 36c a line of seven words; minimum \$3.00. No display

### EXECUTIVES WANTED

SEVERAL QUALIFIED SALES MANAGERS, with demonstrably successful records in recruiting and handling large organizations, will find permanent connections paying up to \$10,000 a year in the 1924 expansion of one of the two largest manufacturers in its industry. A few important territories are open for real organizers. State experience fully and write at once to H. F. Baker, gen. sales mgr., 319 W. Van Buren St., Chicago.

WANTED—GENERAL SALES MANAGER to manage a good going, well organized sales force of over five hundred men selling a farm product direct to consumer. Sales force will be increased to two thousand men. Position offers big opportunity for right man. Farm experience desirable but not necessary. Chief qualification is ability to select and develop men of ability and character. Box 460, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

A MANUFACTURER OF EQUIPMENT desires to engage as sales manager an A1 man with ability to organize and secure results. A small salary will be paid and a commission plan will be arranged with the party qualifying. This represents an unusual opportunity for some really able and ambitious man. Give full facts as to age, experience, references, etc., in first letter. Replies will of course be considered confidential. Address Box 461, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

MANAGERIAL POSITIONS—MEN AND women with sales, technical or executive ability, capable of earning \$2,000 to \$50,000 desiring such positions should write us. Not a school nor employment bureau, but a safe, confidential and logical way to obtain the connections you want. The Murray E. Hill Company, 301 Chamber of Commerce, Nashville, Tenn.

### POSITIONS WANTED

WANTED—POSITION AS DIRECTOR OF sales by executive holding similar position, who is able to show big results due to present activities. Can give satisfactory reasons for wishing to change. Pharmaceutical or allied business preferred. Box 464, SALES MANAGEMENT, 1801 Leland Ave., Chicago, Ill.

### SALES AGENCIES

THE NORTHWEST—DO YOU WANT REPRESENTATION there? Sales manager of proven ability and successful record returning to Spokane or Seattle, Washington, wants connection with concern wishing representative in that field. Fifteen years' residence there—know country, trade and people. Address Box 463, SALES MANAGEMENT, 1801 Leland Ave., Chicago, Ill.

### BUSINESS SERVICE

CAPITAL RAISED BY REACHING selected investors direct by mail. Twenty years' experience writing investment advertising. Clients all over America. Outline your proposition—assets, capital needed, development plans, profit possibilities, etc.—for free suggestions and book, "How to Raise Capital." Gardner Advertising Service, E-511 Ridge Arcade, Kansas City, Mo.

### SALES PROMOTION

\$150,000 SIX WEEKS' SALES, EQUALING best previous year's sales, followed my plans within two months. Within four years a million annual sales largely the result of my direct-mail plans. \$50 to \$50,000 daily sales developed for clients. Submit sales problems for FREE preliminary diagnosis. Ten years sales promotion manager Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo.

### SALESMEN WANTED

RURAL SCHOOL BOARD SALESMEN AND sales managers. Easy to sell. \$25.00 to \$75.00 daily. Hugh L. Nicholas, 4404 Sheridan, Chicago.

### Better Booklets for Less Money

<b>5000 Eight-Page BOOKLETS</b> 3½x6¼, printed on good Enameled paper. 1000 8-page booklets, \$25	<b>5000 Four-Page FOLDERS</b> 6x9, printed on good Enameled paper. 1000 4-page folders, \$20
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Write for Free Samples on Your Printed Letterhead  
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago

## Serving eastern clients in Pacific Coast territory and Pacific Coast clients nationally



**The Izzard Company**  
ADVERTISING-MERCHANDISING  
Tacoma • SEATTLE • San Francisco



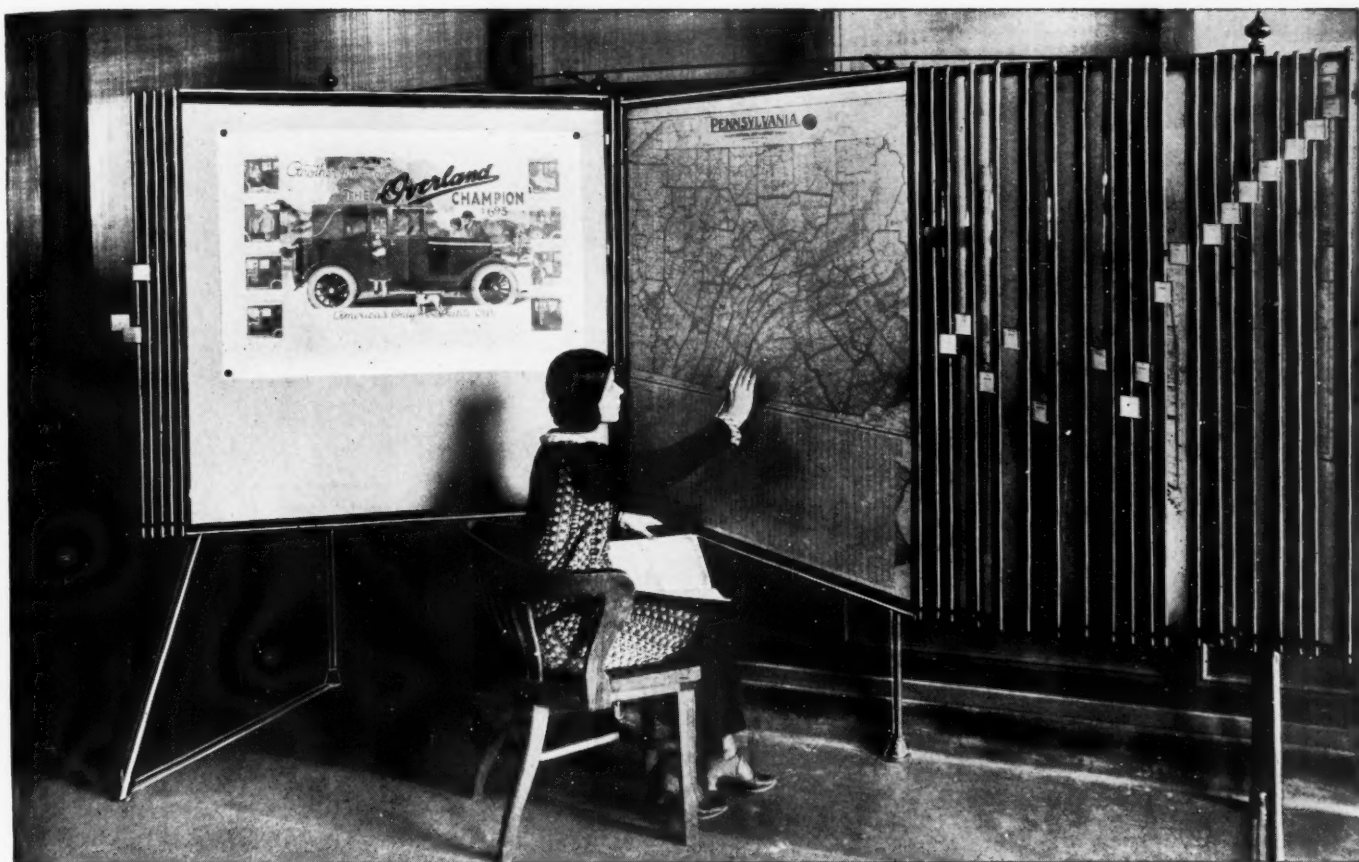
### Ribbons and Inks

for the  
MULTIGRAPH NEOSTYLE  
MULTI-COLOR ADDRESS-O-GRAPH  
MIMEOGRAPH TYPEWRITER

Large concerns such as Sears, Roebuck & Co., Ford Motor Co., Pennsylvania Railroad, etc., have found it advisable to purchase the supplies for their duplicating machines, etc., from a concern who specializes in the manufacture of highest-quality ribbons and inks under the careful supervision of skilled men who understand the conditions under which they must give satisfactory service.

Results from these machines depend very much on the quality of the ribbons and inks used. By purchasing from one concern all the supplies needed in this line, it is possible for you to secure the very best at prices that by comparison are unusually low.

A HALCO Price List will show the way to a substantial saving and HALCO Products will make possible better mechanical letters. Send today for your copy  
**THE SHALLCROSS COMPANY** 1460 Grays Ferry Road  
Philadelphia, Pa.  
Branch Offices: New York, Chicago, San Francisco



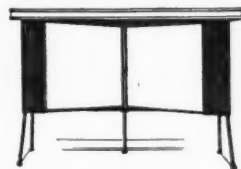
Twenty-two Wing Namapco Map System in offices of Willys-Overland, Inc., Toledo, Ohio

## "Proving More and More Useful Every Day"



4-Wing Multi-Unit Fixture

Displays eight maps, all of which may be turned in either direction or spread apart as shown.



30-Wing Floor Canopy Fixture

Displays 60 maps. Does not require fastening to walls or floor. Canopy covers wings when spread at any angle. Wired for electric lights.

**T**HAT'S what Willys-Overland, Inc., say of their Namapco Map System. "As we become better acquainted with our outfit, we are referring to it more and more frequently daily."

"We prefer the wing system of display to other methods," they add, "for several reasons:

1. All maps are instantly available.
2. All parts of the maps are accessible without physical discomfort.
3. Dust is more easily removed than is possible when the map is in a drawer.
4. It is possible to have two adjoining territories in sight at the same time.
5. In case of emergency three or four people can work on the maps simultaneously."

This convenient and efficient system of large-scale washable business

maps gives you—at a glance—territorial divisions and the location of distributors and dealers; helps you to analyze territories and visualize sales possibilities, and keeps you in close touch with conditions in the field.

By marking on the maps and using different colored map tacks, a great variety of information can be shown. Markings may be changed as often as necessary. A few minutes each day of a clerk's time keeps them right up to date.

Namapco display fixtures are available in any convenient size, from the single unit which displays two maps to the thirty wing canopy outfit which displays sixty maps.

*Our illustrated book shows many practical methods for using maps in sales and territorial work. A copy is yours for the asking. Address Dept. D-4, Indianapolis*

City Maps, County Maps,  
Pocket Maps, Special Maps  
and Map Equipment of All  
Kinds

## NATIONAL MAP COMPANY

MAP MAKERS SINCE 1885

CHICAGO, 111 N. Market St.

INDIANAPOLIS, Murphy Building

NEW YORK, 360 Broadway

# "Namapco" Washable Maps



# Why do Chicago Men Smoke

MORE than one hundred brands of ten cent cigars were found in Chicago stores during a recent investigation by the Business Survey.

The five leaders among these one hundred brands were:

*La Palina— Dutch Masters—  
El Producto— Robert Burns—  
Harvester—*

How did these five brands outdistance the other ninety-five? How did they win the top over severe competition? "Good merchandise and good merchandising" would be a broad answer.

But what has been the feature of the merchandising of these cigars?

They have one factor in common—advertising in The Chicago Tribune—and it is the only factor that they do have in common.

During the past three years 60 cigars have been advertising in Chicago newspapers—40 of them in The Tribune. But only 6 of the 40 have used a total of 30,000 agate lines or more in The Tribune during the three year period. These six are:

Cigar	Made by	Agate Lines in Tribune (1917-22-23)
La Palina	Congress Cigar Co.	40,074
Robert Burns	General Cigar Co.	36,070
El Producto	G. H. P. Cigar Co.	33,321
White Owl	General Cigar Co.	32,278
Dutch Masters*	Consolidated Cigar Co.	48,730
Harvester*		

\*Jointly advertised.

Here is something which must be more than a coincidence:

—the 5 leaders among 100 brands of 10 cent cigars in Chicago are found among the 6 cigars most heavily advertised in The Chicago Tribune.

But what of White Owl—a substantial Tribune advertiser but not listed among the five leaders? The answer is simple—and striking.

White Owl is not a 10 cent cigar. It sells at 2 for 15 cents. At this price 72 brands were revealed by the investigation. White Owl led in distribution with 90% of all stores. Furthermore, it was best seller in 69% of the stores, second best seller in 11%, and third or fourth best seller in the remaining 10%.

In other words, every one of the six cigars which have been adequately advertised in The Chicago Tribune during the past three years is an unqualified success in this rich but highly competitive market.

**DUTCH  
MASTERS**

**LA PALINA**

**EL PRODUCTO**

*Robt Burns*

*The*  
**HARVESTER**

*White  
Owl* ?

Business is as good as we make it—sometimes better. Ask a Tribune man to call to talk over your sales possibilities in The Chicago Market.

## The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

7 South Dearborn Street  
CHICAGO

512 Fifth Avenue  
NEW YORK

Haas Building  
LOS ANGELES







APRIL - 1924

# Sales Management

IN TWO PARTS, PART TWO



## *British Market Section*

Selling Eversharp Pencils in England



The British Retailer and His Point of View



Financing a British Branch or Subsidiary



What is Ahead for the Pound Sterling?







**I HAVE no time for "hot air," free lunches or convention junk ; but, if you want to talk solid business, make an appointment to see me**

**when you are over ; or write me for information about how to advertise successfully in Britain.**

If you look at the map you will see the British Isles painted all one colour. Not very big. Apparently a homogeneous people.

Don't make any mistake. What will be excellent for the Cumberland dalesman will be altogether useless amongst the men (and women) of Birmingham. Even in counties there are wide differences. What would be right for the agricultural acres of East Kent would be wasted in the suburban areas in the west of the county.

Psychology is the first study of advertising. Study the people you wish to reach. The successful advertisement is that which makes the reader feel, "this for me."

If you come to talk business with me, or write me, I will put a lifetime's experience and study of successful British advertising at your command, as a business matter.

I do not prepare "schemes" on off chances. We have a British saying, that what costs nothing

is worth nothing—it is usually worth less. But in the end you will find that I do know what I am talking about.

Here is one example—a spontaneous tribute from a great national advertiser, the largest firm in its particular industry in the world, and the largest advertiser in that :—

"December 27th, 1923.

"Although we are not in the habit of throwing bouquets we do appreciate the extraordinarily good work you have done to popularize the . . . .

"You have originated most of the ideas that have been worth while."

Now I've talked enough about myself and my business. It's time to talk about you and your business if you want to extend it in Britain.

You have read that letter. Let me hear from you now.

## **ROBERT TURNBULL LANG SELLS LIMITED**

**Established for over 50 years.**

**167 & 168, Fleet St., London, E.C.4.**

**Telephone:—  
Holborn 5811.**

**Telegrams:—  
Lang, Sell, Fleet, London.**

## BRITISH MARKET SECTION

BRITISH EMPIRE EXHIBITION AND INTERNATIONAL ADVERTISING CONVENTION ISSUES

# Sales Management

LONDON OFFICES: SENTINEL HOUSE, SOUTHAMPTON ROW, W.C. 1.

Publication Offices: Dartnell Building, 1801 Leland Avenue, Chicago, U. S. A.

Volume Six

April, 1924

Number Seven

## Our Experience Selling Eversharp Pencils in England

*By C. A. Frary*

General Manager, The Wahl Company, Chicago

THE Wahl Company is one of the many American manufacturers who has gone after world-wide business aggressively. Three years ago it established in New York a centralized Foreign Department. The first plan followed by this department was to sell to wholesale distributors who would be able to import their own products, and who would serve the trade from their own stock, rather than to attempt to build up a number of retail accounts in each country. It was the original plan to let these distributors do their own advertising. Certain cash allowances were granted them for that purpose. But results were not satisfactory. The copy was poor. Statements were made that were over-enthusiastic. Mediums were selected on the basis of personal favoritism rather than merit. The advertisements were not pleasing to look at.

The second year the advertising was handled through a centralized department in New York, and placed through an international advertising agency. This plan was possible because the selling points of Eversharp pencils have a universal appeal, and in the copy used the main dependence was placed on the beauty of the product and certain simple advantages. The advertisements were set up in New York and electrotypes sent direct to the

publishers abroad. In non-English speaking countries the advertising was translated by the publisher, and submitted to the distributor for his approval.

For 1922, when the advertising was handled by the Wahl Foreign Department as stated, the sales were sixty-seven per cent greater than the year previous when the advertising was handled by the distributors themselves. In 1923, the second year of operating under this plan, a further increase of twenty-five per cent resulted, so that the sale of Eversharp pencils abroad has increased about 100 per cent since the advertising was taken away from the distributors.

The Wahl Company, like a great many other American manufacturers with patented specialties, is keenly interested in British markets. It has been quite successful in getting distribution for Eversharp pencils in Great Britain. Since the English are supposed to be a very conservative people and slow to change established methods, it might be imagined that the Wahl salesmen would have a hard uphill fight in England. But such was not the case, as is evident from the following communication by the general manager of the Wahl business to "Sales Management," in reply to our question: "Have you found the English public prejudiced against

Eversharp pencils, because of their American origin?"

YOU ask me if the impression of British prejudice for American products is borne out by our experience in marketing Eversharp pencils in Great Britain. We have felt it not at all.

We consider the United Kingdom, and the various British possessions, as our best customers outside of our home market, and are more than pleased with the progress we have made in developing business there. We have been in England about four years. During that time I have been over twice, and naturally I have studied carefully the obstacles confronting us. We have met obstacles, but prejudice toward our product, simply because it is American, is not one of these.

There have been sporadic instances of prejudice against American and other foreign goods in England. Sometimes this has been designedly fomented by manufacturers of products which were competitive to the American article. Two or three years ago there was quite a well organized campaign against the American car with its left hand drive, which was probably due, in part, to the above reason. I feel quite sure, however, that had the American car manufacturers made more of an effort to accommodate



their cars to the English needs, this prejudice would not have arisen.

There are, undoubtedly, many changes that have taken place in the methods of doing business in England in the last few years. The shell of English conservatism is gradually being cracked and while it is a mistake to consider that business can be done in England on exactly the same lines as in America, nevertheless, American methods are gradually being adopted and accepted.

Our product sells to the stationer, to the jeweler and, in some cases, to chemists, although the latter is by no means the important outlet which he is in this country. The stationer and chemist appear to be eager for advertised goods. The jeweler, particularly of the class which abounds in Regent Street and around Picadilly Circus, is extremely reluctant to take on an advertised line and almost invariably refuses to do so. He likes to set his own prices, establish his own profits, and is naturally antagonistic toward any article which has a fixed resale price.

One frequently hears the remark in England made by private individuals, "I never buy anything which is advertised." A prominent business man made this statement one day at luncheon to me, all in good faith and sincerity, I believe. At that precise moment, however, his chauffeur was sitting outside in a motor car which is advertised extensively in England, and I was able to point out a number of his per-

sonal possessions which I knew about being items which were regularly advertised in England. Up to that particular moment I don't think he had realized that the old order was changing. Selling in England is not much different than selling here. The successful salesman in both countries is the salesman who works constantly with an eye to the re-

director of sales. The conspicuously successful sales directors in England are usually men of American nativity who have adapted themselves to English conditions. It is, however, so much a matter of the individual that no general rule could be safely laid down. I know on the other hand certain Englishmen who have been conspicuously successful in the sale of American products, and I am not in any way belittling the Englishman's business capacity in replying as I do.



*London streets this summer will be thronged with millions of people attending the Exhibition*

sale of goods to the public and in both countries it requires a considerable amount of active cooperation with the advertising campaign on the part of the salesman to bring this condition about. I am not saying you could put a typical middle western salesman down in London and that he could succeed without any change of method whatever, but I am saying that the general principles of salesmanship are just the same in the two countries.

As to whether the sales executive should be a native Englishman or an American I think that a native American with considerable previous experience, both in America and in England, makes the better

The British Industries Fair, to be held both in London and Birmingham this spring, will afford buyers from all parts of the world an opportunity to see exhibits of practically all of Britain's most enterprising manufacturers. The London section will open April 28 and last until May 9, and the Birmingham section will open three days later on May 12 and continue until May 23.

The Department of Overseas Trade will have responsibility for the London fair, and the Municipality and Chamber of Commerce of Birmingham will have charge in Birmingham.





  
**W. G. GRACE,**  
who made  
125 hundreds

  
**TOM HAYWARD,**  
who made  
104 hundreds



**JACK HOBBS**  
who last week made his 100th Century.

**The Man of the Moment**

**JACK HOBBS.** England's most brilliant batsman, last week made his hundredth century in first-class cricket, a feat attained by only two other cricketers, the illustrious W. G. Grace and

Tom Hayward, the famous Surrey professional. Jack Hobbs is equally at home with the pen, and his pen is, of course, the famous Waterman's Ideal Fountain Pen.

**The Pen of all Times**

Jack Hobbs was his Waterman's. In wearing all his cricket with him and his autographing innumerable letters, Writing of his "Waterman's Ideal Pen," Jack Hobbs says:—

"It needed much delay, after a great bat. In writing, his great bat depend upon a good pen. My Waterman's Ideal is a good pen, a superior job, and best in its kind, and makes some letters with a forward fall, as I always had. I can write better with Waterman's Ideal than with any other pen. I use it for writing all my correspondence, it will be the autographing hand. Paper or wood makes no difference, my Waterman's never hesitates, and gives me unimpeded free course."

You can buy and write a pen as Jack Hobbs does, but must agree to Waterman's Ideal Fountain Pen and not get what Nelson Rogers calls the superior pen. Tell your stationer to "show to a Waterman's Ideal" the originator.



**Waterman's Ideal Fountain Pen**

These pens, "Regular" Pens from £2 6s. "Safety" Pens from £2 8s. No. 32, "Self-acting" Pens with 100 pens from £2 10s. No. 17, 8s. 12d. No. 14, 7s. 6d. No. 21, 6s. 6d. No. 22, 6s. 6d. No. 23, 6s. 6d. No. 24, 6s. 6d. No. 25, 6s. 6d. No. 26, 6s. 6d. No. 27, 6s. 6d. No. 28, 6s. 6d. No. 29, 6s. 6d. No. 30, 6s. 6d. No. 31, 6s. 6d. No. 32, 6s. 6d. No. 33, 6s. 6d. No. 34, 6s. 6d. No. 35, 6s. 6d. No. 36, 6s. 6d. No. 37, 6s. 6d. No. 38, 6s. 6d. No. 39, 6s. 6d. No. 40, 6s. 6d. No. 41, 6s. 6d. No. 42, 6s. 6d. No. 43, 6s. 6d. No. 44, 6s. 6d. No. 45, 6s. 6d. No. 46, 6s. 6d. No. 47, 6s. 6d. No. 48, 6s. 6d. No. 49, 6s. 6d. No. 50, 6s. 6d. No. 51, 6s. 6d. No. 52, 6s. 6d. No. 53, 6s. 6d. No. 54, 6s. 6d. No. 55, 6s. 6d. No. 56, 6s. 6d. No. 57, 6s. 6d. No. 58, 6s. 6d. No. 59, 6s. 6d. No. 60, 6s. 6d. No. 61, 6s. 6d. No. 62, 6s. 6d. No. 63, 6s. 6d. No. 64, 6s. 6d. No. 65, 6s. 6d. No. 66, 6s. 6d. No. 67, 6s. 6d. No. 68, 6s. 6d. No. 69, 6s. 6d. No. 70, 6s. 6d. No. 71, 6s. 6d. No. 72, 6s. 6d. No. 73, 6s. 6d. No. 74, 6s. 6d. No. 75, 6s. 6d. No. 76, 6s. 6d. No. 77, 6s. 6d. No. 78, 6s. 6d. No. 79, 6s. 6d. No. 80, 6s. 6d. No. 81, 6s. 6d. No. 82, 6s. 6d. No. 83, 6s. 6d. No. 84, 6s. 6d. No. 85, 6s. 6d. No. 86, 6s. 6d. No. 87, 6s. 6d. No. 88, 6s. 6d. No. 89, 6s. 6d. No. 90, 6s. 6d. No. 91, 6s. 6d. No. 92, 6s. 6d. No. 93, 6s. 6d. No. 94, 6s. 6d. No. 95, 6s. 6d. No. 96, 6s. 6d. No. 97, 6s. 6d. No. 98, 6s. 6d. No. 99, 6s. 6d. No. 100, 6s. 6d. No. 101, 6s. 6d. No. 102, 6s. 6d. No. 103, 6s. 6d. No. 104, 6s. 6d. No. 105, 6s. 6d. No. 106, 6s. 6d. No. 107, 6s. 6d. No. 108, 6s. 6d. No. 109, 6s. 6d. No. 110, 6s. 6d. No. 111, 6s. 6d. No. 112, 6s. 6d. No. 113, 6s. 6d. No. 114, 6s. 6d. No. 115, 6s. 6d. No. 116, 6s. 6d. No. 117, 6s. 6d. No. 118, 6s. 6d. No. 119, 6s. 6d. No. 120, 6s. 6d. No. 121, 6s. 6d. No. 122, 6s. 6d. No. 123, 6s. 6d. No. 124, 6s. 6d. No. 125, 6s. 6d. No. 126, 6s. 6d. No. 127, 6s. 6d. No. 128, 6s. 6d. No. 129, 6s. 6d. No. 130, 6s. 6d. No. 131, 6s. 6d. No. 132, 6s. 6d. No. 133, 6s. 6d. No. 134, 6s. 6d. No. 135, 6s. 6d. No. 136, 6s. 6d. No. 137, 6s. 6d. No. 138, 6s. 6d. No. 139, 6s. 6d. No. 140, 6s. 6d. No. 141, 6s. 6d. No. 142, 6s. 6d. No. 143, 6s. 6d. No. 144, 6s. 6d. No. 145, 6s. 6d. No. 146, 6s. 6d. No. 147, 6s. 6d. No. 148, 6s. 6d. No. 149, 6s. 6d. No. 150, 6s. 6d. No. 151, 6s. 6d. No. 152, 6s. 6d. No. 153, 6s. 6d. No. 154, 6s. 6d. No. 155, 6s. 6d. No. 156, 6s. 6d. No. 157, 6s. 6d. No. 158, 6s. 6d. No. 159, 6s. 6d. No. 160, 6s. 6d. No. 161, 6s. 6d. No. 162, 6s. 6d. No. 163, 6s. 6d. No. 164, 6s. 6d. No. 165, 6s. 6d. No. 166, 6s. 6d. No. 167, 6s. 6d. No. 168, 6s. 6d. No. 169, 6s. 6d. No. 170, 6s. 6d. No. 171, 6s. 6d. No. 172, 6s. 6d. No. 173, 6s. 6d. No. 174, 6s. 6d. No. 175, 6s. 6d. No. 176, 6s. 6d. No. 177, 6s. 6d. No. 178, 6s. 6d. No. 179, 6s. 6d. No. 180, 6s. 6d. No. 181, 6s. 6d. No. 182, 6s. 6d. No. 183, 6s. 6d. No. 184, 6s. 6d. No. 185, 6s. 6d. No. 186, 6s. 6d. No. 187, 6s. 6d. No. 188, 6s. 6d. No. 189, 6s. 6d. No. 190, 6s. 6d. No. 191, 6s. 6d. No. 192, 6s. 6d. No. 193, 6s. 6d. No. 194, 6s. 6d. No. 195, 6s. 6d. No. 196, 6s. 6d. No. 197, 6s. 6d. No. 198, 6s. 6d. No. 199, 6s. 6d. No. 200, 6s. 6d. No. 201, 6s. 6d. No. 202, 6s. 6d. No. 203, 6s. 6d. No. 204, 6s. 6d. No. 205, 6s. 6d. No. 206, 6s. 6d. No. 207, 6s. 6d. No. 208, 6s. 6d. No. 209, 6s. 6d. No. 210, 6s. 6d. No. 211, 6s. 6d. No. 212, 6s. 6d. No. 213, 6s. 6d. No. 214, 6s. 6d. No. 215, 6s. 6d. No. 216, 6s. 6d. No. 217, 6s. 6d. No. 218, 6s. 6d. No. 219, 6s. 6d. No. 220, 6s. 6d. No. 221, 6s. 6d. No. 222, 6s. 6d. No. 223, 6s. 6d. No. 224, 6s. 6d. No. 225, 6s. 6d. No. 226, 6s. 6d. No. 227, 6s. 6d. No. 228, 6s. 6d. No. 229, 6s. 6d. No. 230, 6s. 6d. No. 231, 6s. 6d. No. 232, 6s. 6d. No. 233, 6s. 6d. No. 234, 6s. 6d. No. 235, 6s. 6d. No. 236, 6s. 6d. No. 237, 6s. 6d. No. 238, 6s. 6d. No. 239, 6s. 6d. No. 240, 6s. 6d. No. 241, 6s. 6d. No. 242, 6s. 6d. No. 243, 6s. 6d. No. 244, 6s. 6d. No. 245, 6s. 6d. No. 246, 6s. 6d. No. 247, 6s. 6d. No. 248, 6s. 6d. No. 249, 6s. 6d. No. 250, 6s. 6d. No. 251, 6s. 6d. No. 252, 6s. 6d. No. 253, 6s. 6d. No. 254, 6s. 6d. No. 255, 6s. 6d. No. 256, 6s.

**An interesting comparison of two pieces of advertising copy—one designed to sell the British public, the other to sell the American public**

**A** CERTAIN British company makes a machine for the packing room which competes with U. S. models. Three of the directors of this firm were discussing a folder and some draft advertisements laid before them.

One said: "This won't do. The big point we've got to bring out is British owned and British made. That must come first."

"Would it appeal to yourself personally?" asked the man who had devised the drafts. "Would it come first and foremost in your own mind, when you were asked to buy component parts for your own manufacturing?"

"Certainly it would!"

"Or, if you were buying supplies for your office?"

"Yes!" Spoken with considerable self-satisfaction.

## Experience in Advertising U.S.A. Products in Great Britain

**D**URING a prosperous half-century we have successfully advertised a number of products—food-stuffs, toilet preparations, medicines, foot appliances, etc.—which have had their origin in U.S.A., and which, during our association with them, have enjoyed a steady increase in sales and are now amongst the best known and most in demand of their kind in Great Britain. We stand by the records of those we serve. Questions and inquiries concerning trade and advertising in Great Britain are cordially invited.

**Smiths'**  
Advertising Agency Ltd.,  
100, Fleet Street,  
London, E.C.4.

(PHILIP SMITH Principal Director.)

The Firm in  a Hundred

"In the heart of Pressdom."

freshen his store display, and provide a new attraction for his customers. His attitude will be that nobody will want this new-fangled line.

"Show me that my customers want it—and then I'll think about ordering," is a stock remark from the retailer which the traveller in any new line encounters again and again.

The housewife thinks: "Another new soap! I'll wait until other people have tried it out."

Consequently, three elements have to be injected into any British marketing campaign for a new product sold through the trade:

a—A strong personal inducement to the retailer.

b—A definite inducement to the housewife, in the form of a coupon scheme, bonus, prize competition, or any of the thousand variants on the general idea of "giving her something extra."

c—A definite local "tie-up" of press and bill-board advertising.

### James Brown of High Street

The average British shop-keeper is not a man of vision. He is narrower in outlook than the average American retail merchant—or, for that matter, the same man in Canada, Australia, or South Africa. Only the very exceptional man succeeds over here in getting beyond the confines of a little local shop, with two windows choked with a miscellany of goods.

James Brown, of High Street, Millborough, has not been looking at possible profits these last few years so much as probable losses. His bugbear has been "dead stock." He has been thinking, gloomily, of having to "nurse the baby."

Several very successful campaigns in 1923 took up this point of view, and met it. One cleancut phrase used by a manufacturer, in all advertisements and literature addressed to the trade was: "We guarantee no dead stock of ———." This proved the strongest of all his selling points.

A form of "snag" which is peculiarly English is the attitude of the chemist over here. He is a "semi-professional business man." He passes through a stiff course of professional training and apprenticeship, and must take his degree before he is allowed to set up in

business and dispense medicines. He is not a "drug store man"—he is a chemist, a man of scientific attainments, a man who "might have been a doctor" if only his parents had had enough money for his education.

Therefore, his attitude towards any new product and any new selling scheme is a mingling of the business and the professional. Will it bring him a profit and at the same time uphold his dignity?

"Stunt schemes" of window display, which might be applicable to other trades, usually fall flat with our English chemist of the best class.

The New Zealand firm marketing "Glaxo," a condensed milk food for babies, and now a household word, are peculiarly happy in their dealings with the chemist. The reason is largely this: in their early days, when opposition from the trade was very strong, they went to work to hire an experienced retail chemist as their sales manager—to have their sales in charge of a man who knew exactly how a chemist feels and thinks.

The optician, again, is a "semi-professional" man, with degrees—and a liking for the manufacturer who treats him as a little higher than the "merely business retailer."

### The Hanker for "Status"

Even our baker is beginning to hanker after "status."

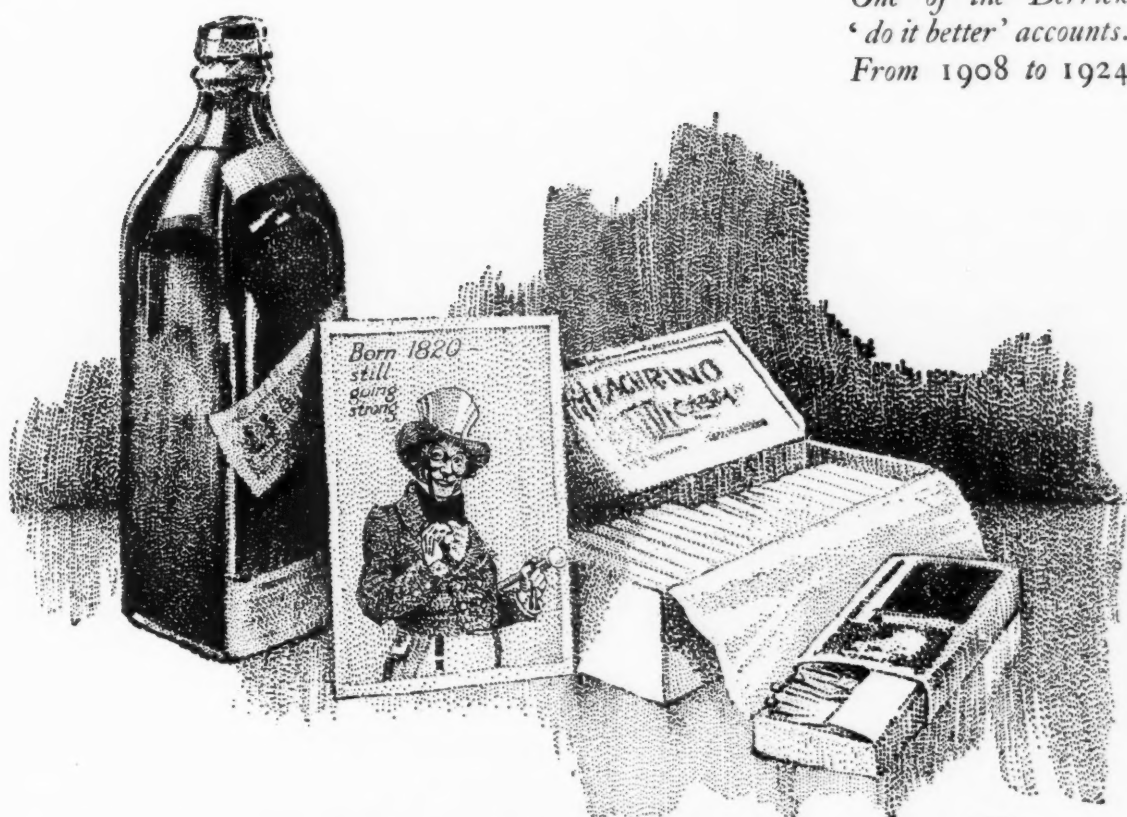
I do not mean to imply that these men are not keen on profits. They certainly are. But many of them like to feel that profit alone is not the basis on which they will decide their buyings.

Let the direction of the enterprise be as American as you please—but when it comes to the men who are directly to talk to the trade, they must be British.

They must know the niceties of "what is done" and "what isn't."

Nor is "large talking" appreciated—however true it may be, or however broad it may be in vision or in purpose. The great mass of our business men do not think in terms of "motor cars and millions"—they get as far, perhaps, as "retiring at sixty. Pottering about the garden. Watching cricket in the summer. Becoming an alderman or district councillor. Sitting on the platform at political meetings."

FOR 16 YEARS  
One of the Derrick  
'do it better' accounts.  
From 1908 to 1924



## STILL GOING STRONG

Johnnie Walker is asked for by name. It finds multitudes of buyers because it is efficiently sold.

This means much more than just counter selling. It tells of far-sighted planning which surmounts the difficulties of marketing and keeps selling costs at a proper level. It suggests the value of the Derrick Services to any American advertiser wishing to enter the British market.

Derrick's is a British advertising service under American management. It combines 29 years of successful British advertising and selling experience with knowledge of American advertising, selling, and production methods. It ensures the high degree of efficiency demanded by some of the shrewdest advertisers in Britain.

Merit of service—nothing else—accounts for our important American and British clientele, and explains the continued development of Derrick's. If you would like our booklet, "The Derrick Services," with its list of Derrick clients, we will send it.

*Derrick's*

THE  
DERRICK SERVICES  
At your service—One or All.  
MARKET RESEARCH SERVICE: merchandising counsel based upon skilled investigation and analysis of existing and potential markets.

PRESS ADVERTISING SERVICE from Policy to Practice, including all technical details, schemes, copy, contracting.  
OUTDOOR PUBLICITY SERVICE: contracting and inspecting, bill posting, tram, bus, and railway display, painted and electric signs.

PRINTING SERVICE: writing, designing, and printing of catalogues, booklets, posters, show-cards, and house organs.

ADVERTISING ART SERVICE: a well-equipped studio of specialist artists. Art work for all commercial purposes.

PAUL E. DERRICK  
Advertising Agency Ltd.

Phones: - Gerrard 8900  
Grams: Pauldrick, London  
Cables: Pauldrick, London  
Code: Bentleys and Western Union.

110, St. Martin's Lane  
(Trafalgar Sq.)

L O N D O N  
England.



## THE ILLUSTRATED LONDON NEWS

### LIBERTY CRETONNES

26 SHILLINGS A YARD

THE MOST ARTISTIC DESIGNS & BEAUTIFUL COLOURS IN THE WORLD

SAFETY FIRST - ECONOMY ALL THE WAY

**AVON** Tyres

**Tamborina** - the Beautiful Tunes for Beautiful Tingers

**la-rola**

**CONTEXVILLE** PULLER SPONGE

**ST. MORITZ** Engadine, SWITZERLAND

**HOTEL DU LOUVRE** All Modern Comfort Entirely Renovated First Class Restaurant

**THE LONDON & LANCASHIRE** ACCIDENT FIRE MARINE

## SPORTING & DRAMATIC

**GORDON'S DRY LONDON GIN**

**Spinet** The SUPER CIGARETTE

**DINNEFORD'S MAGNESIA**

## EVE

LADY'S PICTORIAL

**JAPSHAN**

## Sketch

WIMBLEDON AND THE THEATRICAL GARDEN-PARTY

**GORDON'S DRY LONDON GIN**

**Spinet** The SUPER CIGARETTE

**Bourneville COCOA**

**DINNEFORD'S MAGNESIA**

## THE SPHERE

UNITED KINGDOM TEA COMPANY, LIMITED

**DOCTOR'S CHINA TEA**

**BORWICK'S BAKING POWDER**

**P. & O. AND BRITISH INDIA**

**AUSTRALIA**

**555 STATE EXPRESS CIGARETTES**

## The TATLER

**GORDON'S DRY LONDON GIN**

**Apollinaris**

**DRI-PEP**

**DINNEFORD'S MAGNESIA**

**BOURNVILLE COCOA**

# THE BIG SIX

are the essential Six

in any carefully planned advertising campaign.

Not one of them is superfluous.

Not one of them can be omitted if you desire to appeal to every shade of opinion and every section of taste among the well-to-do British public in Great Britain, her Dominions and Colonies.

Each one of these six first-class illustrated papers makes a definite appeal to a definite class of prosperous people.

Taken collectively the whole six appeal to every class. That is why each one of them is essential to the advertiser. He cannot afford to limit his appeal by omitting any one section of the buying public with money to spend on luxuries and comfort.

Perhaps the most important point is this :

The wealthy classes are not convinced that goods are of the quality they desire unless these goods are advertised in High Class weekly Illustrated papers. This is not a canvasser's catch-phrase but a well-proven fact.

Particulars of the rates and concessions to be obtained by advertising conjointly in the Big Six will gladly be furnished on application to:

6, GREAT NEW St.,  
LONDON——E.C. 4  
Telephone: Holborn 501

*Nwile Campbell*  
Advertisement Director.

## A Quotation

IT is easy to say nice things about one's self. It is easy to arrange for nice things to be said by another. Sometimes nice things are said even without pre-arrangement.

A statement of fact relative to one's work is worth more than many compliments. Here is an extract from the "Advertisers' Weekly" of London which appeared in the issue of February 1 last in the course of a lengthy article.

THE Yadil campaign, judged by the universal interest aroused in the product and the results already achieved in the way of sales, must be regarded as one of the most remarkable of recent years.

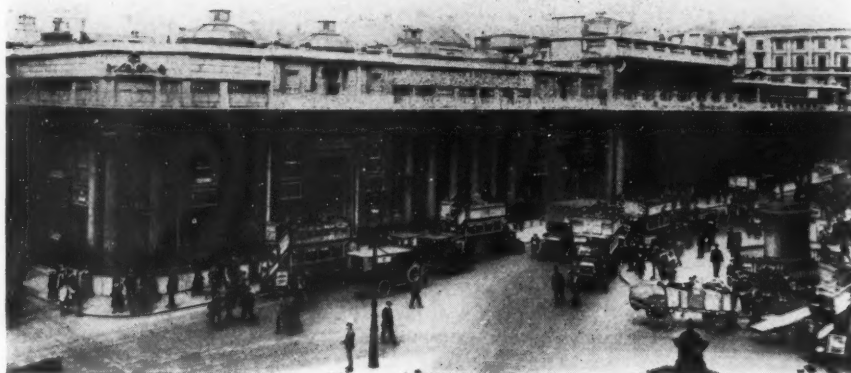
I am quite prepared to admit that this wonderful antiseptic accomplishes all, and more than all, claimed for it, but that does not explain its immediate success from the commercial point of view. The production of a first-class article is one problem; but reaching the public and convincing them of its merits is another. As manufacturers have found to their cost, the road from the factory to the dealers' shelves is often a long and arduous one to travel. Yet, in this case, the journey has been completed almost in a stride. Little more than a year ago Yadil was practically unknown outside the medical profession, whilst now it would scarcely be an exaggeration to say that it is a household word.

ITAKE it that this column will be read by somebody who wishes to interest the British market in a big way. For the information of such a reader, the 'Yadil' advertising was originated, executed and placed by my agency. I wish to handle two American accounts—non-medical—with really big possibilities.

*Wilson Bell*

**Wilson Bell Publicity**  
LIMITED,  
Norwich House, High Holborn,  
London, W.C.1.

Phone: Museum 8730.  
Telegrams: Bellicity, Westcent, London.



*The Bank of England, founded in 1694 by a group of capitalists who loaned the money for prosecuting the war against France. It is the most powerful bank in the world, not from the money it actually handles but because it is the accredited financial representative of the British government and people*

## What's Ahead for the Pound Sterling?

By F. Cecil McBride

Of the Dartnell Editorial Staff in London

I HEARD the other day that members of the firm of S. W. Straus & Company had visited England to investigate the possibilities of operating in the British market. One of the problems which naturally confronted them was the exchange situation. How long will it take for the pound to get back to where it used to be? Is it likely to go any lower? These are questions that are inseparately wrapped up in British trade bundle. They are questions not easily answered. They are questions that every man thinks he can answer, and usually does. As a result we have no end of guessing, with one guess as bad as the other.

### British Credit Firmer Than Ever

In the interest of the subscribers to "Sales Management" I interviewed a number of the more prominent British bankers, whose opinion is of considerable weight when it comes to world affairs.

For instance, Mr. Frederick Crauford Goodenough, the chairman of Barclays Bank, Limited, states that British credit stands firmer today than at any time since the war, and that, as to the intrinsic value of the pound, there can be no doubt. He says that without doubt, there has been, for some time past, in the press and perhaps among certain politicians, a tendency to alarm investors. Of course, well-informed

people are not alarmed, but among the ill-informed there is a measure of anxiety.

Now, to get to facts as to this stability. Within two years of the Armistice, the British Budget was balanced, and even large reductions were made in the national debt. In 1923, although trade was admittedly bad, there was a surplus of £100,000,000. With regard to the currency position, at the height of the boom the total currency and Bank of England notes together, after allowing for the amount of Bank of England notes held in the currency reserve, was approximately £488,000,000. Gold holdings at that time were £150,000,000, a ratio of thirty per cent to the total currency. At the end of December last, when the highest circulation was reached for the year, the ratio was thirty-six per cent.

### The American Debt Problem

The foreign trade of the United Kingdom during 1923, as revealed by the Board of Trade Accounts, shows imports into the United Kingdom totalling £1,098,000,000, and exports (excluding invisible exports) at £886,000,000. The estimate of invisible exports for the year 1922, that is, earnings through interest on foreign investments, shipping freights (which include not only freights earned in carrying goods to and from this country, but



also in other foreign trade, banking and insurance commissions, and so forth), was £325,000,000, after allowing for a payment of £25,000,000 for the service of the debt to America. It is probable that for the past year the amount of invisible exports will have been maintained, and that a surplus of some £100,000,000 will have been available for loans to the Dominions and foreign countries.

It will be seen, therefore, how vital is the importance of maintaining the invisible exports, both as a source of income and also as helping in the restoration of foreign markets and British trade.

Even under the most favourable conditions, the payment of the American debt will prove to be a great problem; but there are two outstanding factors which will help towards the payment, namely, the high standing of British credit, and a probable upward movement in gold prices, that is to say, the level of prices in America.

#### Profits From Overseas Investments

At the annual general meeting of the Westminster Bank, Mr. Walter Leaf, the chairman, said that there was a definite feeling of confidence and hope for the current year. The year 1923 could not be regarded as one of prosperity. The first nine months of it were spent mainly in marking time, although it is true that no ground was lost. Foreign and colonial loans issued during the year amounted to more than £130,000,000. There was conclusive evidence of a very satisfactory growth in the invisible exports, the service rendered to other countries and the return of profits from overseas investments.

The effect of this revival on trade activity has shown itself rather tardily, yet the evidence of the last quarter of the year is fairly unanimous in speaking of better conditions and hopeful prospects. There are certain very important industries in which, unfortunately, it cannot be said that the corner has been turned, although in the majority the outlook is considered good.

Production showed that 1923 has been a year of largely increased output. The production of pig-iron rose from 4,902,300 tons in 1922 to 7,438,500 and of steel ingots and castings from 5,880,600 to 8,488,900 tons, this last being much in excess

For seventy years —  
the span of a man's life

## The Daily Telegraph

(London)

has occupied a noteworthy position in the life of the nation, and a survey of its history, its policy and its aims during this period shows clearly to what its unrivalled position as a successful advertising medium is due.



*Communications with regard to advertising should  
be addressed:*

H. G. REEVES, *Advertisement Manager*,  
138, FLEET STREET, LONDON, E.C.4.

# ADVANCE Information on your BRITISH MARKET

**Y**OUR representative in England this summer—what is he going to do? He is going to spend a great deal of his time being entertained. His time for actual business will be *limited*.

Now, to use this limited time to the utmost profit, the spade-work ought to be done for him before he sails.

In brief, let him have in his hand a full and authoritative report on the British Market for your own product. It will save his time and your money.

I have worked in the U. S. I know the American outlook on business. I am in sympathy with it. Further, I have a wide knowledge and experience of advertising and sales development in Great Britain—and a considerable reputation.

If you see the value of an *Advance Report*, I shall be glad to prepare it for you for a nominal fee of \$100.

A cable to "Rittenquick, London," will enable me to dig out all the facts you ought to have, and send them to you in good time.

New York Bankers: Mechanics & Metals National Bank, Broadway and 86 New York City.

London Bankers: Midland Bank, Ltd., 27 Haymarket, S.W.1.; and Guaranty Trust Co. of New York, 50 Pall Mall S.W.1.

## Max Rittenberg

33 Henrietta Street  
London, W.C.2

Cable Address "RITTENQUIK, LONDON"

of pre-war figures. Large orders have been placed by the railways, and even shipbuilding shows signs of revival. The coal trade has again been active, but profits in foreign markets were not so large during 1923. The prospects, however, are good.

The volume of business transacted during 1923 in the heavy chemical trade was greater than during 1922, and in the foreign section a steady improvement was recorded.

Reports from the leather trade were less favourable, and there were complaints of foreign dumping. However, the exports of boots and shoes during 1923, though showing a large increase in quantity over those of 1922, were still below the number exported in 1913.

### British Trade Conditions

The wool trade reports a patchy business in piece goods, owing to competition and keen price cutting, but there are prospects of a steady improvement in most sections, and a gradual extension of trade, with a tendency to higher prices owing to shortage of raw material.

In the clothing trade the prospects are better than at any time during the last two years, and orders are being placed by retailers in advance of present requirements, in anticipation of an early rise in prices. The cotton industry is still in a state of depression.

Turning to agriculture, the forecast is rendered difficult by the severe outbreak of foot-and-mouth disease. Nevertheless, farmers did not do so badly during 1923, and even arable land seems to have covered expenses as a rule, though low prices counteracted the benefit of what was in many districts an abundant crop. In this connection, one notices a tendency all over the country to convert land from arable to grazing.

Mr. Leaf in his remarks also deals with the situation on the continent of Europe. He says that it is vain to talk of prosperity while the shadow of a veiled war hangs over Central Europe. Yet, even here, there is just a gleam of hope.

Although Mr. Leaf's remarks upon the Fordney Tariff have been published, these points must not be overlooked. A comparison between the figures of trade between the

United States and Great Britain for the first nine months of 1923 and 1922 shows that the exports from the United States to Great Britain fell off by more than £16,000,000, while the exports from Great Britain to the United States increased by over £10,000,000. The balance of trade in those nine months moved nearly £27,000,000 in favour of Great Britain.

Now, Mr. Leaf says, "Surely this must give Mr. Fordney serious matter for consideration." He continues that, naturally, this cannot be the actual result of the tariff; it proves that there are opposite influences which overcome the obstacles put in the way of imports from abroad. There can be little doubt that this influence is to be found in the remittances which Great Britain is making to the United States for the payment of the debt.

### Handling British Business From Canada

**I**NVESTIGATION among large American advertisers as to how they handle the sales of their products to the various markets comprising the British Commonwealth of Nations, as the British Empire is now known, shows a strong leaning toward handling all British markets through one manufacturing branch. It is generally held that a sales organization located within the British Empire encounters less sales resistance.

Three years ago the Yawman & Erbe Manufacturing Company of Rochester divided their export trade into two general divisions. One division handles what is termed "The British Empire Trade." The balance of the export trade is handled by Rochester. The British Empire trade is served by the Office Specialty Manufacturing Company of Newmarket, Canada, which is the name of Yawman & Erbe's Canadian operating company. The managing director of this company, Mr. H. S. Slein, looks after the British Empire as a world territory. Other American advertisers who follow the same plan are Waltham watches, Eastman Kodak Company, Goodyear Rubber Company. Those who use this plan claim that it is much more effective from the standpoint of results than attempting to manufacture in the United States.



Bird's-eye view of British Empire Exhibition Grounds

## Holds United Kingdom and South Africa Best Markets

ACCORDING to a survey just completed by the United States Department of Commerce, 1924 will be a good year in the export trade, and especially so for the automotive industry. The United Kingdom, South Africa and Australia appear at the present time to offer the best fields, although India, Czecho-Slovakia and Austria give excellent promise.

It is expected that the British Isles will assimilate about 100,000 cars during the coming year, a greater portion of which will be of the lighter types manufactured in England and the lower priced American products. Although the British motor car industry is in better condition than it has been for some years the demand, especially in the smaller models, is still considered in excess of the supply.

During the third quarter of last year a distinct increase was noted in the sale of motor vehicles in India as against that of former years, and fully eighty per cent of the imports to that country come from the United States and Canada. Australia also continued good through the winter months and an increasing demand was shown during the past quarter which corresponds to our spring.

South Africa, however, is the particular bright spot on the export horizon and is apparently just coming into its own. Remarkable progress was shown in 1923 when

the importation of trucks showed an increase over the previous year of 100 per cent and accessories jumped fifty per cent.

Few American sales managers appreciate that the British Empire is sixty-six times the size of France and eighty-seven times the size of Germany. It is four and a half times the size of the United States, with a population far exceeding those of these three countries combined. Its total population is 439,809,271, of which one-sixth are white and of the Christian Faith.

The English speaking peoples number about 130,000,000 and rule one-third of the whole world. Of the 95,000,000 white people in the United States over 55,000,000 are of British origin. These 55,000,000 constitute the largest single British population in the world today. There are more people of British origin in the United States at present than in Great Britain itself. For every two representatives of the British race found in Great Britain, there are three in the United States.

One of the objectives of the British Empire Exhibition to be held in England this summer is to encourage the interchange of merchandise among these English speaking peoples of the world. The inward and outward trade between the British Commonwealth of Nations amounts to more than \$3,000,000,000 annually.

## "PRINTERS' INK'S"

London Correspondent  
since 1890

Tells how to sell in  
British Market.

THOMAS RUSSELL, for 34 years London correspondent of *Printers' Ink*, says American goods sell easily in Britain if the market is handled rightly, but that serious mistakes are often made.

"For 23 years," he said, "I was with the most successful American selling agency—that of the late John Morgan Richards, who introduced Richmond Gem Cigarettes, Colgate's Soaps, Carter's Little Liver Pills, Le Page's Glue, and many other American specialties. When permitted to market and advertise goods on the lines dictated by experience, we always succeeded. Sometimes wrong methods were forced upon us and had to be abandoned after costly experiments.

"I should be sorry to see any American house make such mistakes. I have had so much kindness from Americans, here and in the United States, that I would do much to serve any American house."

In 1907, Thomas Russell resigned the post of Advertisement Manager to *The Times*, and the highest salary then paid, to establish his consulting practice. If you are entering the British market Thomas Russell can tell you what are your prospects of success, how to get going, and what it will cost: and his only interest is in making it profitable for you. He does not place contracts nor accept commissions.

Consulting Rooms:

Clun House, Surrey Street,  
London, W.C.2.



*We only ask  
to be allowed  
to compete—*

We are one of the smaller Advertising Agencies of Britain—but are gradually growing and gradually being entrusted with more national accounts which need careful handling. Big firms choose us to look after big publicity schemes. Here are a few:

*Ashton & Parsons Ltd. (Phosferine).*

*Goodall Backhouse & Co. (Yorkshire Relish, G. B. Sauce).*

*International Correspondence Schools Ltd.*

*Woman's Institute of Domestic Arts and Sciences Ltd.*

*The Mentholum Company of Slough, England, and Buffalo, U.S.A.*

AND all we ask, is to be allowed to compete. We want to give you *our* ideas for selling *your* product, and if you do not approve, you will be under no obligation. We have no huge Copy Department which has got into the habit of turning out ordinary copy and stereotype layouts. But by knowing personally the special man for your special job, our Copy Service is unrivalled. We have four working directors whose experience fully embraces the SELLING and MARKETING of goods.

*We are equipped to give expert advice regarding the possibilities of selling your product in the British Market. May we give you a free survey?*

**THE  
ERNEST H. SOFIO AGENCY LTD.,  
5, Arundel Street, Strand, London.**

*Telephone: CENTRAL 9702*

## Financing a British Branch or Subsidiary

Actual Resources in Great Britain Should  
Justify any Credit Need without Guarantee

*By a London Bank Manager*

A QUESTION which sometimes confronts British bankers is the amount of credit which may legitimately be extended to subsidiaries, established in this country, of foreign concerns. Such subsidiaries may take the form of a small limited company with a nominal capital of, say, £100, and in some cases their main activities are confined to assembling and distributing the goods sent over by the parent company. The object of establishing a subsidiary British company in this manner may vary in different cases but in some instances at least it is not unlikely that the governing motive is to avoid taxation. The reason the capital is fixed at so low a figure is partly to save stamp duties and the subsidiary is able to conduct its business with such a small capitalisation, largely because the parent company usually arranges to supply the subsidiary with the additional funds it may require.

### Special Arrangements Needed

It sometimes happens, however, that the subsidiary itself applies to British banks for accommodation, and it is in circumstances of this kind that a difficulty may arise. Obviously the parent concern cannot expect the subsidiary to obtain the same credit facilities which the larger institution may itself enjoy in the foreign country, unless it is prepared to make special arrangements to that end. It is not sufficient for the subsidiary to instance the standing and association of the parent company and claim that the connection affords in itself an adequate security. If larger accommodation is required, than is justified by the actual resources of the smaller concern, it is only reasonable that the parent company should give a binding and legal guarantee in regard to the engagements of the subsidiary.

It will be obvious that a company in, say, one of the western states of

America, which may be conducting a very good business, would be able to command a much larger credit locally than it could hope to secure for a subsidiary established in the country. The local bank, in arranging credit facilities, is in a position to know exactly the way the business is progressing, and will probably be well acquainted with the officials of the company and fully able to assess the efficiency of the organisation. It can also rely upon securing early information of any unfavorable developments and, in view of these various circumstances, may be quite willing to stretch to the fullest extent the credit granted. But a banker in this country when granting accommodation against the parent company's guarantee to a subsidiary, established here, would have to rely upon the information obtained from the local bank in the western state of America, in regard to the parent company's standing and resources.

The British banker, being so far removed from the activities of the larger institution, would not be prepared to extend credit so fully as the local bank, for he would have to allow a considerable margin for contingencies and, to a much greater extent than the local bank, would naturally err on the side of caution.

### American Banks in England

British bankers, in advertising in America, usually suggest that any business resulting should be conducted through the medium of an American bank. This channel indicates a possible solution of the difficulty which has been discussed in this article, as probably, the most satisfactory way of providing liberal credit facilities to a subsidiary concern would be for the American bankers (if sufficiently well-known) of the parent institution, to give their own guarantee to cover the extension of credit facilities up to a specified amount at any time.

## —and Holland!

There is a market akin in many ways to Great Britain at Britain's door—and any selling scheme covering the British Isles must sooner or later embrace the 7,000,000 people of Holland.

A country of modern agriculturists and rich business men—where the people have money to spend on all the necessities and many of the luxuries as well—where advertising standards of living prevail—where distribution is compact and sales campaigns easy to put over—Holland!

And advertising net sales dominate the Press of Holland, as in America—the combined net sales of “De Telegraaf” and “De Courant” total over 300,000. Each covers a distinct market, the former is the “class” paper, the latter blankets the “masses.”

Together they offer the shortest route to the pockets of the Dutch consumer.

We offer American Sales Managers the services of a modern and fully equipped Marketing section—a service which practically every British and American success in Holland has found of tremendous value. This service is free.

If you want details of this service at once, write to our American representative, and when you come to England I shall be happy to meet you personally and help you know more about the Dutch market, write and ask me any pertinent questions you like. I am here to sell you Holland.

*De Telegraaf*  
and  
*DE COURANT*  
*Het Nieuws van den Dag*  
AMSTERDAM

**H. GUY RAWLINS, Director of Foreign Advertising,  
7, King's Road, Richmond, London, S.W.**

**American Office: G. J. M. SIMONS, Sole Representative for U.S.A.,  
44, Beaver Street, New York, U.S.A.**



# 94 YEARS' Advertising Experience

The earliest seed of Street's Advertising Agency was planted approximately ninety-four years ago, and descendants of the original founder are still interested in the business.

The excellence of the service rendered by Street's may be gauged by the fact that many of their clients have been with the agency over 50 years.

The personnel of Street's has kept pace with the times and their business viewpoint is well abreast up-to-date British practice.

The Agency comprises fully equipped departments dealing with:

- (a) Bank and Financial Advertising,
- (b) Reporting of Company Meetings,
- (c) Classified and Shipping Office Advertising,
- (d) General Commercial and Overseas Advertising,
- (e) Copy,

and the usual routine departments.

American manufacturers seeking information on marketing conditions in Great Britain or her Dominions are invited to get in touch with us either personally when visiting this country, or by letter. Such enquiry places them under no obligation, and our best services will be at their disposal.

# "STREET'S"

## (G. STREET & CO., LTD.),

*Incorporating Leathwait & Simmons,*

6, GRACECHURCH ST., E.C.3; 8, SERLE ST., W.C.2;  
34, THROGMORTON ST., E.C.2.

## LONDON, Eng.

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